W0. Introduction

W0.1

(W0.1) Give a general description of and introduction to your organization.

Company Profile

As the world's global leader in building solutions, Holcim is reinventing how the world builds to make it greener and smarter for all. On its way to becoming a net zero company, Holcim offers global solutions such as ECOPact, enabling carbon-neutral construction and Firestone roofing systems for higher energy-efficiency in buildings. With its circular business model, the company is a global leader in recycling waste as a source of energy and raw materials through products like Susteno, its leading circular cement. Innovation and digitalization are at the core of the company's strategy, with more than half of its R&D projects dedicated to greener solutions. Holcim's 70,000 employees are committed to improving quality of life across more than 70 markets through its four business segments:

Cement, Ready-Mix Concrete, Aggregates and Solutions & Products.

Cement is manufactured through a large-scale, capital-and-energy-intensive process. At the core of the production process is a rotary kiln, in which limestone and clay are heated to approximately 1,450 degrees Celsius. The semi-finished product, clinker, is created by sintering. In the cement mill, gypsum is added to the clinker and the mixture is ground to a fine powder – traditional Portland cement. Other high-grade materials such as granulated blast furnace slag, fly ash, pozzolan, and limestone can be added in order to modify the properties of the cement for special uses or specific application.

Aggregates include crushed stone, gravel, and sand. They can also be recycled from concrete wastes. They are typically produced by blasting hard rock from quarries and then extracting it and crushing it. Aggregate production also involves the extraction of sand and gravel from both land and underwater, which generally requires less crushing. Aggregates are used as raw materials for concrete, masonry, and asphalt and as base materials for roads, landfills, and buildings. As such, they are a key component of construction projects worldwide. There is a very broad range of customers for aggregates. Major customers include concrete and asphalt producers, manufacturers of prefabricated concrete products, and construction and public works contractors of all sizes.

Concrete is the world's second most consumed good by volume after water. One cubic meter consists of approximately 280 kilograms of cement, 175 liters of water, and two tonnes of aggregates. Ready-mix concrete is one of the largest markets for the cement and aggregates industries.

Sustainability Strategy

The global megatrends of population growth, urbanization and rising living standards offer significant business and growth opportunities in our industry. The global building materials market is worth CHF 2.5 trillion annually and is continually growing. At the same time, these trends are challenging our planet through increased carbon emissions, depletion of natural resources and an increase of waste. As countries develop, solutions for sustainable prosperity are needed.

Buildings and infrastructure have come into focus in this challenge. While on one side they form the very basis for societal development, they also account for 30 to 40 percent of worldwide CO2 emissions, with around 5 percent occurring during the construction phase. Also, they consume substantial amounts of raw materials and generate significant volumes of waste. Society thus urgently needs to find solutions for a more sustainable built environment.

At Holcim we are committed to contribute our share along the value chain. Our commitment to sustainability leadership rests on four strategic pillars: **Climate and Energy, Circular Economy, Nature and People.**

We are leading the transition towards more low-carbon construction by introducing more low-carbon products and solutions to our customers worldwide and by being at the forefront of innovation in building materials.

Our business also puts us in a leading position to address society's waste problem and to promote a circular economy. As building materials draw on natural resources, protecting nature is also a strategic priority. We are committed to delivering a nature-positive future. For Holcim, nature encompasses two main elements: Water and Biodiversity. And finally, as our business is fundamentally local, we make sure to create value for the communities in which we live and work.

In the center of all our activities to address the four drivers is Innovation. We will continue to develop innovative products and solutions for a built environment that meet these criteria, satisfying a continuously growing market demand for sustainable solutions.

W0.2

(W0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date
Reporting year	January 1 2020	December 31 2020

W0.3

(W0.3) Select the countries/areas for which you will be supplying data.

Algeria
Argentina
Austria
Azerbaijan
Bangladesh
Belgium
Brazil
Bulgaria
Canada
China
Colombia
Costa Rica
Croatia
Czechia
Ecuador
Egypt
El Salvador
France
Germany
Greece
Hungary
India
Iraq
Italy
Jordan
Kenya
Lebanon
Madagascar
Malawi
Mexico
Nicaragua
Nigeria
Philippines
Poland
Republic of Moldova
Réunion
Romania
Russian Federation
Serbia
Slovenia
South Africa
Spain
Switzerland
Uganda
United Kingdom of Great Britain and Northern Ireland
United Republic of Tanzania
United States of America
Zambia
Zimbabwe

W0.4

(W0.4) Select the currency used for all financial information disclosed throughout your response.

CHF

W0.5

(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.

Companies, entities or groups over which financial control is exercised

W0.6

(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?

No

W1. Current state

W1.1

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Not very important	Neutral	Although the construction material industry is not a large consumer of water compared to other industries, water is essential in our operations. The demand and price of water are expected to rise under the pressure of population growth, urbanization and increased industrialization. Cement production requires water for equipment and cooling, for emission control and for preparing slurry in wet processes. Wet process kiln technology is becoming obsolete and is being replaced by more efficient dry process. FOR PRIMARY USE IN DIRECT OPERATIONS, good quality water is not very important because for most of the process (raw materials preparation and cooling), good quality of freshwater is not required. Important is quantity, rather than quality. These water needs can be addressed with recycled water or rainwater harvested. IN FUTURE, good quality water will remain not important as we do not need large quantities of a good quality of freshwater in our operations. FOR PRIMARY USE IN INDIRECT OPERATIONS, we selected neutral as importance rating as a balanced outcome of considering the impacts for customers and suppliers. CUSTOMERS - A typical concrete mix is about 10% cement, 75 % aggregate and 15% water by volume. For customers, the quality of water used in concrete might have impacts on the fresh concrete properties, such as setting time and workability, and also strength and durability of hardened concrete. A good quality of water is therefore required for some constructions (e.g., buildings, bridges and airports). SUPPLIERS - A few of our suppliers may require good quality of freshwater (e.g., machinery and equipment) but for our bulk requirements (fuels, raw materials and additives), sufficient amount of a good quality of freshwater is not required. Considering the needs of both customers and suppliers, we selected neutral. IN FUTURE, for indirect use, this may change and could become important depending on the water issues facing our customers and suppliers.
Sufficient amounts of recycled, brackish and/or produced water available for use	Important	Neutral	Today, 70% of our sites have a water recycling system in place. Our target is to have 100% of our sites located in water risk areas equipped with recycling systems by 2030. FOR PRIMARY USE IN DIRECT OPERATIONS, we selected important because of the following: In cement production, there are processes which can use recycled water or brackish water, and thus, although a good quality of freshwater is not material, large quantities are needed. For example, water for slurry preparation, water for cooling exhaust gases and clinker, water for dust suppression control such as fugitive dust from coal stockpiles, water for gardening, and for cleaning trucks. IN FUTURE, even if the availability of this water becomes constrained, it will remain important because a) we have quarries which we can utilize as water resource and b) we improve and become more water efficient. FOR PRIMARY USE IN INDIRECT OPERATIONS, we selected neutral because of the following: The water needs of our suppliers, quantity and quality wise, vary. Some suppliers will need sufficient amounts of recycled water or brackish water (e.g., coal suppliers). For our customers, the bulk of the water required is of good quality for product applications. Considering both needs, we selected neutral. IN FUTURE as suppliers and customers face more water issues, this could change and become important depending on the local situation.

W1.2

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

	% of sites/facilities/operations	Please explain
Water withdrawals – total volumes	100%	We follow the Global Cement and Concrete Association (GCCA)'s sustainability guidelines for the monitoring, measuring, and reporting of water in cement manufacturing. We monitor the water withdrawals using case specific methodologies including measurement (flowmeters, volumetric meters, hour meters etc.) and estimation by measurement and by calculation. Water withdrawals are monitored at site level and are consolidated at Group level on a yearly basis and will continue in the future. Beyond a commitment to sustainability, we have a strong business motivation to manage water effectively. A mandatory Water Directive was approved and published in 2016. It sets the rules for managing water responsibly. It includes legal compliance, risk and water footprint assessment and stakeholder engagement. Managing water sustainably requires the understanding of the operational water footprint. All sites must map major points of water withdrawal, consumption, discharge and recycling.
Water withdrawals – volumes by source	100%	We follow the Global Cement and Concrete Association (GCCA)'s sustainability guidelines for the monitoring, measuring, and reporting of water in cement manufacturing. We monitor the water withdrawals volume by source using case specific methodologies including measurement (flowmeters, volumetric meters, hour meters etc.) and estimation by measurement and by calculation. Water withdrawals are monitored at site level and are consolidated at Group level on a yearly basis and will continue in the future. A mandatory Water Directive was approved and published in 2016. It sets the rules for managing water responsibly. It includes legal compliance, risk and water footprint assessment and stakeholder engagement. Managing water sustainably requires the understanding of the site operational water footprint. All sites must identify and map major points of water withdrawal, consumption, discharge, recycling/reuse.
Entrained water associated with your metals & mining sector activities - total volumes [only metals and mining sector]	<Not Applicable>	<Not Applicable>
Produced water associated with your oil & gas sector activities - total volumes [only oil and gas sector]	<Not Applicable>	<Not Applicable>
Water withdrawals quality	76-99	For certain processes (e.g., cooling raw materials, exhaust gases, washing of aggregates, gardening, dust suppression control) a good quality of freshwater is not required. For other processes (e.g., compressor cooling), the quality of water withdrawal is important. With our target to reduce our total freshwater impact and the availability of freshwater expected to worsen, we will continue to monitor the quality of water withdrawn (freshwater vs non-freshwater) in the future. The quality parameters measured include, amongst others: PH, TSS, Odour, heavy metals, oil, suffricants, chlorides etc. The majority of our operations measure this at least quarterly with case specific methodologies including in-situ monitoring and lab testing on a continuous basis.
Water discharges – total volumes	100%	We follow the Global Cement and Concrete Association (GCCA)'s sustainability guidelines for the monitoring, measuring, and reporting of water in cement manufacturing. We monitor the water discharge total volume using case specific methodologies including measurement (flowmeters, volumetric meters, hour meters etc.) and estimation by measurement and by calculation. Water discharge is monitored at site level and consolidated at Group level on a yearly basis and will continue in the future. A mandatory Water Directive was approved and published in 2016. It sets the rules for managing water responsibly. It includes legal compliance, risk and water footprint assessment and stakeholder engagement. Managing water sustainably requires the understanding of the site operational water footprint. All sites must identify and map major points of water withdrawal, consumption, discharge, recycling/reuse.
Water discharges – volumes by destination	100%	We follow the Global Cement and Concrete Association (GCCA)'s sustainability guidelines for the monitoring, measuring, and reporting of water in cement manufacturing. We monitor the water discharge by destination using case specific methodologies including measurement (flowmeters, volumetric meters, hour meters etc.) and estimation by measurement and by calculation. Water discharge is monitored at site level and consolidated at Group level on a yearly basis and will continue in the future. A mandatory Water Directive was approved and published in 2016. It sets the rules for managing water responsibly. It includes legal compliance, risk and water footprint assessment and stakeholder engagement. Managing water sustainably requires the understanding of the site operational water footprint. All sites must identify and map major points of water withdrawal, consumption, discharge, recycling/reuse.
Water discharges – volumes by treatment method	100%	Water discharge is monitored at site level consolidated at Group level on a yearly basis and will continue in the future. Sites are required to monitor the discharge volume, quality, and treatment method in accordance with the GCCA Water guidelines. This is important because we want to ensure the quality and quantity of discharge is in compliance with the standards and local regulations. Appropriate discharge water treatment is a prerequisite for us to operate (part of the permit requirements). Appropriate treatment can involve different processes such as the removal of settle-able matter and turbidity, lowering the temperature, pH adjustment, oil-separation or sewage treatment. The goal is to eliminate water discharges by recycling water wherever possible. Water discharge volumes by treatment method are measured using case specific methodologies including measurement (flowmeters, volumetric meters, hour meters etc.) and estimation by measurement and by calculation.
Water discharge quality – by standard effluent parameters	76-99	Sites are required to monitor the discharge volume, quality, and treatment method in accordance with the GCCA Water guidelines, this will continue in the future. The objective and the frequency of monitoring are stipulated by local regulations and permits. Effluent parameters are monitored using case specific methodologies including in-situ measurement (e.g. pH, TDS, temperature etc.) and lab testing (e.g. BOD, COD, TSS, TPH etc.). This is important because we want to ensure the quality and quantity of discharge is in compliance with the standards and local regulations. Appropriate discharge water treatment is a prerequisite to operate (part of the permit requirements); it involves different processes such as the removal of settle-able matter and turbidity, lowering the temperature, pH adjustment, oil-separation or sewage treatment. Depending on local regulations, additional treatment may be required. The goal is to eliminate water discharges by recycling water wherever possible.
Water discharge quality – temperature	51-75	Sites are required to monitor the discharge volume, quality, and treatment method in accordance with the GCCA Water guidelines, this will continue in the future. The frequency of this monitoring is stipulated by local regulations and permits. The majority of our operations measure this at least quarterly through in-situ monitoring. This is important because we want to ensure the quality and quantity of discharge is in compliance with the standards and local regulations. Appropriate discharge water treatment is a prerequisite for us to operate (part of the permit requirements). In some plants, this may involve collecting the process water in a settling pond first and allowing sediments to settle. The settling pond also allows the temperature of water discharged from the open-circuit cooling system to cool down before being discharged. The goal is to eliminate water discharges by recycling water wherever possible and compliance with regulations.
Water consumption – total volume	100%	We follow the Global Cement and Concrete Association (GCCA)'s sustainability guidelines for the monitoring, measuring, and reporting of water in cement manufacturing. We monitor the water consumption volume using case specific methodologies including measurement (flowmeters, volumetric meters, hour meters etc.) and estimation by measurement and by calculation. Water consumption is monitored at site level and consolidated at Group level on a yearly basis and will continue in the future. A mandatory Water Directive was approved and published in 2016. It sets the rules for managing water responsibly. It includes legal compliance, risk and water footprint assessment and stakeholder engagement. Managing water sustainably requires the understanding of the operational water footprint. All sites must identify and map major points of water withdrawal, consumption, discharge, recycling/reuse.
Water recycled/reused	100%	The availability and functioning of Water Recycling systems in place is monitored at site level and is consolidated at Group level on a yearly basis and will continue in the future. Today, 70% of our sites have water recycling systems in place. By recycling water, we reduce our water withdrawal as well as our water discharge. We have identified major consumption points requiring water recycling system. Examples are for cement plants (closed loop system for equipment cooling; recycling of slurry water captured/collected in the "cake- filtration process"). All operating sites must apply good water management practices and systematically identify potentials for improvement, which includes water recycling. Annually we assess through our iCare reporting if each of our sites have an operating recycling/reuse system in place.
The provision of fully-functioning, safely managed WASH services to all workers	100%	We commit to provide access to drinking water and sanitation at our workplace. We monitor the provision annually through our iCare reporting system, which covers 100% of our operations. Holcim has signed the WBCSD WASH Pledge which demonstrates our commitment to providing employees and contractors with safe WASH at all operations. In 2016 a preliminary study (self assessment) provided a first overview of the status of WASH services to all workers in our plants. This included a gap assessment according to the WASH Pledge Criteria and the resources required to close the gaps. Monitoring of progress is done at Country level and consolidation is done by Group SD at global level. As this is a key principle of our sustainability approach, this will continue in the future.

W1.2b

(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, and how do these volumes compare to the previous reporting year?

	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Total withdrawals	261666	Lower	We are reporting to a different scope this year, including not only cement, but also our aggregates and ready-mix segments as well as Captive Power Plants. Using the same scope our total withdrawal in the previous year was 270561 Megaliters. Holcim is committed to protect freshwater sources as part of its sustainability strategy through the use of harvested rainwater, shift the use to non freshwater sources, and by improving water efficiency (i.e. increasing recycled water volume). The increased attention on the importance of freshwater resources is creating water awareness in our plants, helping us refining our measurement methodologies. We have committed to a reduction of the specific freshwater withdrawal in all our production segments by 2030: i) Cement: reduction of specific freshwater withdrawal to 262 l/ton of cementitious material (14% vs. 2018 baseline) ii) Aggregates: reduction of specific freshwater withdrawal to 190 l/ton of product (16% vs. 2018 baseline) iii) Ready-mix Concrete: reduction of specific freshwater withdrawal to 220 l/m3 of product (13% vs. 2018 baseline) We are increasingly focusing to consider our total impact on water resources in the communities where we operate, particularly in sites exposed to water risks. We monitor the total water withdrawal at site level following the GCCA Water guidelines. The absolute water withdrawal volume in 2020 is (3%) lower than in 2019 throughout our operations. This is due to improved water management in identified high water intensity sites, including improving our measurement methodology Example: We have installed a recycling system in Beli, a cement plant in Bulgaria. This led to a reduction of 68% in freshwater withdrawal in 2020 compared to 2019. We expect withdrawal to decrease in the future with further implementation of water recycling in our facilities and operations. Criteria on Total Withdrawal: No change (<2%) Higher/Lower if change is between (2%-5%). Much higher/lower is (>5%)
Total discharges	172895	About the same	We are reporting to a different scope this year, including not only cement, but also our aggregates and ready-mix segments as well as Captive Power Plants. Using the same scope, our total discharges in the previous year were 173548 Megaliters. Holcim is committed to protect freshwater sources as part of its sustainability strategy through the use of harvested rainwater, shift to non-freshwater sources, and by improving water efficiency, for example by increasing recycled water volume. The increased attention on the importance of freshwater resources has created water awareness in our plants and has helped us refine our measurement methodologies. We have committed to a reduction of the specific freshwater withdrawal in all our production segments by 2030: a) Cement: reduction of specific freshwater withdrawal to 262 l/ton of cementitious material (14% vs. 2018 baseline); b) Aggregates: reduction of specific freshwater withdrawal to 190 l/ton of product (16% vs.2018 baseline); c) Ready-mix Concrete: reduction of specific freshwater withdrawal to 220 l/m3 of product (13% vs. 2018 baseline). Today we are increasingly focusing to consider our total impact on water resources in the communities where we operate, particularly in water scarce and water risk areas. We monitor the total water discharge at site level in accordance with the GCCA Water guidelines. The water discharge volume in 2020 compared to 2019 decreased by 0.3%. This is mainly due to improvement in operational water efficiency or reduction of water withdrawal (3 % compared to 2019). We have also implemented recycling measures such as recycled water that was used for irrigation and dust suppression instead of discharging directly. We expect discharge volumes to decrease in the future with further implementation of water recycling in our facilities and operations. Criteria on Total Discharge: No change (<2%) w/in confidence level of measurement Higher/Lower if change is between (2%-5%). Much is (>5%).
Total consumption	88771	Much lower	We are reporting to a different scope this year, including our aggregates and ready-mix segments as well as Captive Power Plants. Using the same scope our total consumption in the previous year was 97013 Megalites. Absolute water consumption reduced significantly between 2020 and 2019 (8.5%) and is within the confidence interval of measurement. This was mainly driven by the significant reduction in water withdrawal due to improvement in operational water efficiency leading to a reduced specific water consumption. We have now established Water Reference Values on Specific Water Consumption for our cement business, taking into consideration the different consumption points, kiln technology, type of cement products (grey of white), pollution control technology (SO2 scrubber, electrostatic precipitator, bag filter) or if the plant has other features (e.g., Waste Heat Recovery System in place). Benchmarking against the Reference Values, the site is able to identify opportunities for reducing its water consumption. We will follow the same approach for the aggregates and concrete segments. As more water-efficiency initiatives are realized and more water recycling systems are adopted, we expect consumption to decrease in the future. All sites are required to measure the water indicators in accordance with the GCCA Water guidelines. Criteria on Total Consumption No change (<2%) w/in confidence level of measurement Higher/Lower if change is between (2%-5%). Much is (>5%)

W1.2d

(W1.2d) Indicate whether water is withdrawn from areas with water stress and provide the proportion.

	Withdrawals are from areas with water stress	% withdrawn from areas with water stress	Comparison with previous reporting year	Identification tool	Please explain
Row 1	Yes	11-25	Lower	WRI Aqueduct	A comprehensive water risk assessment was carried out for all sites using the WRI Aqueduct Global Water Tool in 2020. The geographical coordinates of each production site are entered into the tool and potential water risks are assessed based on the impacts of several indicators such as water stress, drought severity, seasonal changes, drought, etc, We have additionally integrated the water stress levels of every site into our internal data collection tool. We have defined, as per DJSI Guideline, a water stressed area as having a baseline water stress equal to/greater than 'High': 40-80% => That is a) 'High': 40-80%, and b) Extremely High: >80%. The baseline water stress measures the actual level of water demanded in a local area against the average available blue water. We performed the WRI assessment for water risk and water stress for 1896 of our sites in 49 countries (95% of total sites). The results showed that 23% of our sites are located in areas with high or extremely high water stress. Out of the sites located in high-water stress areas, 19% are located in the regions of Asia-Pacific, 49% in the European region, 8% in Latin America, 9% in the regions of Middle East and Africa, and 14% in North America. In 2020, 16.8% of our total water withdrawal was sourced from sites located in water stressed areas (2019: 17.5%). With improved efficiency, we expect this will decrease in the future. Criteria: No change (<2%) w/in confidence level of measurement Higher/Lower if change is between (2%-5%). Much is (>5%)

W1.2h

(W1.2h) Provide total water withdrawal data by source.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Relevant	196509	Lower	We report to a different scope this year including not only cement but also aggregates and ready-mix segments and Captive Power Plants. Using the same scope our total freshwater withdrawal the previous year was 203506 Megaliters. This is relevant since some processes require large quantities of water. This volume includes 175016 from surface water, 5894 megaliters from other sources (e.g. quarry water used) and 15599 megalites from harvested rainwater. the volume in 2020 is lower than in 2019 (-3.4%). This is due to improved efficiency and more water recycling, as well as to improved water management in identified high water intensity sites, including an improved estimation methodology. We expect this to decrease in the future as we improve our efficiency. As a percentage of total water withdrawal, it is about the same (2020: 75.2% 2019: 75.1%) . Criteria: (<2%) w/in confidence level of measurement Higher/Lower if change is between (2%-5%). Much is (>5%)
Brackish surface water/Seawater	Relevant	18190	Much lower	We report to a different scope this year including not only cement but also aggregates and ready-mix segments and Captive Power Plants. Using the same scope our withdrawal in this category the previous year was 21222 Megaliters. This is relevant since several processes require large quantities of water. With our commitment to reduce freshwater withdrawal, we are exploring non-freshwater sources wherever possible, expecting this volume to increase in the future. We measure this indicator at site level according to the GCCA Water guidelines. The volume in 2020 is much lower than in 2019. (-14.3%) This is due to combined effects - lower total water withdrawal due to improved efficiency and higher withdrawal due to increased production volume. As a percentage of total water withdrawn, it is about the same (2020: 7.0% 2019: 7.8%). Criteria applied is No change (<2%) w/in confidence level of measurement Higher/Lower if change is between (2%-5%). Much is (>5%)
Groundwater – renewable	Relevant	35479	Much higher	We report to a different scope this year including not only cement but also aggregates and ready-mix segments and Captive Power Plants. Using the same scope our total withdrawal in this category the previous year was 33530 Megaliters. This is relevant since several processes in our operations require water. We measure this indicator at site level according to the GCCA Water guidelines. The volume withdrawn from groundwater sources in 2020 is higher than in 2019 (+6.0%). This is due to a shift in the proportion of water withdrawal sources. However, our total water withdrawal was 3% lower than in 2019. As we further improve our water efficiency and switch to non freshwater sources, we expect to reduce this in the future. As a percentage of total water withdrawn, it is about the same (2020: 13.6% 2019:12.4%). Criteria applied is No change (<2%) Higher/Lower if change is between (2%-5%). Much is (>5%).
Groundwater – non-renewable	Not relevant	<Not Applicable>	<Not Applicable>	We follow the GCCA Water guidelines and no distinction is made between Groundwater - non-renewable and Groundwater renewable. We only measure Groundwater freshwater and Groundwater of brackish or saline sources. Non-renewable groundwater is not relevant to Holcim's operations as we do not withdraw water from non-renewable sources.
Produced/Entrained water	Not relevant	<Not Applicable>	<Not Applicable>	We follow the GCCA Water guidelines in monitoring and reporting of water withdrawal/ consumption/discharge. In line with these guidelines, we do not withdraw any produced water for our operations. Hence, this is not measured.
Third party sources	Relevant	11488	Much lower	We report to a different scope this year including cement, aggregates, ready-mix segments and Captive Power Plants. Using the same scope,our total withdrawals in this category the previous year were 12303 Megaliters. Third parties (mainly municipal water) are a major source of our freshwater for domestic purposes (food and drinking, sanitation). This is a human right and we have committed to provide clean water and sanitation at our workplace. Thus this is relevant. We measure this indicator at site level according to the GCCA Water guidelines. The volumes withdrawn in 2020 were reduced by 6.6% vs.2019. This is due to improved efficiency and more water recycling. As the number of employees and contractors will not change much, we expect this volume to remain stable in the future. As a percentage of total water withdrawn, it is about the same (2020: 4.4% 2019: 4.5%). Criteria: No change (<2%) w/in confidence level of measurement Higher/Lower if change is between (2%-5%). Much is (>5%)

W1.2i

(W1.2i) Provide total water discharge data by destination.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water	Relevant	164098	About the same	We report to a different scope this year including cement, aggregates, ready-mix segments and Captive Power Plants. Using the same scope our total discharges in this category the previous year were 164775 Megaliters. We consider the discharge to fresh surface water relevant because we want to ensure the discharge quality is compliant with standards and regulations by applying proper treatment prior to discharge. We measure this indicator at site level according to the GCCA Water guidelines. The absolute volume in 2020 is lower than in 2019 (-0.4%), due to improved efficiency, more water recycling and less total water withdrawal. As we improve our water efficiency and increase our recycling efforts, we expect this discharge to decrease in the future. The goal is to recycle all wastewater wherever possible. As a percentage of total water discharged, it is the same (2020: 94.9% 2019: 94.9%) Criteria: No change (<2%) Higher/Lower if change is (2%-5%). Much is (>5%).
Brackish surface water/seawater	Relevant	362	Much higher	We report to a different scope this year including cement, aggregates, ready-mix segments and Captive Power Plants. Using the same scope our total discharges in this category the previous year were 265 Megaliters We consider the discharge to brackish surface relevant because we want to ensure the discharge quality is compliant with standards and regulations by applying proper treatment prior to discharge. We measure this indicator at site level according to the GCCA Water guidelines. The discharge volume in 2020 is much higher than in 2019 (+36.5%), this is mainly due to the high dependencies of this type of water disposal on external factors. This portion of discharge covers a small percentage of the total water discharge (0.2% in both 2019 and 2020). With the goal to recycle all wastewater wherever possible, we expect this to reduce in the future. Criteria: No change (<2%) w/in confidence level of measurement Higher/Lower if change is between (2-5%). Much is (>5%)
Groundwater	Relevant	7428	Lower	We report to a different scope this year including not only cement but also aggregates and ready-mix segments and Captive Power Plants. Using the same scope our total discharges in this category the previous year were 7654 Megaliters Discharge to groundwater is relevant because we want to ensure the discharge quality is compliant with standards and regulations by applying proper treatment prior to discharge. We measure this indicator at site level according to the GCCA Water guidelines. The discharge volume in 2020 is 2.9% lower than in 2019 mainly due to combined effects of increased recycling, less water discharge and lower total water withdrawal. With the goal to recycle all wastewater wherever possible, we expect this to reduce in the future. As a percentage of total water discharged, it is about the same (2020:4.3% 2019: 4.4%). Criteria applied is No change (<2%) Higher/Lower if change is between (2%-5%). Much is (>5%).
Third-party destinations	Relevant	1007	Much higher	We report to a different scope this year including cement, aggregates, ready-mix segments and Captive Power Plants. Using the same scope our total discharges in this category the previous year were 854 Megaliters Discharge to third party sources is relevant because we want to ensure the discharge quality is compliant with standards and regulations by applying proper treatment prior to discharge. It is important to note that lower volume to 3rd party means savings because of lower treatment costs. We measure this at site level according to the GCCA Water guidelines. The absolute discharge volume in 2020 is 17.9% higher than in 2019, mainly due to the changed proportion of discharge destinations for the current year. With the goal to recycle all wastewater wherever possible, this will reduce in the future. As a percentage of total water discharged, it is about the same (2020: 0.6% 2019: 0.5%). Criteria applied is No change (<2%) Higher/Lower between (2%- 5%) change Much is (>5%).

W1.2j

(W1.2j) Within your direct operations, indicate the highest level(s) to which you treat your discharge.

	Relevance of treatment level to discharge	Volume (megaliters/year)	Comparison of treated volume with previous reporting year	% of your sites/facilities/operations this volume applies to	Please explain
Tertiary treatment	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	<Not Applicable>	The type of treatment required to treat the discharges is crucial four our operation as it is part of the operation permit. All of our sites must have discharging permits regulating the level of treatment required and the allowed volumes for discharge by destination. The level of treatment required is site dependent and varies according to the operations and the local regulations.
Secondary treatment	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	<Not Applicable>	The type of treatment required to treat the discharges is crucial four our operation as it is part of the operation permit. All of our sites must have discharging permits regulating the level of treatment required and the allowed volumes for discharge by destination. The level of treatment required is site dependent and varies according to the operations and the local regulations.
Primary treatment only	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	<Not Applicable>	The type of treatment required to treat the discharges is crucial four our operation as it is part of the operation permit. All of our sites must have discharging permits regulating the level of treatment required and the allowed volumes for discharge by destination. The level of treatment required is site dependent and varies according to the operations and the local regulations.
Discharge to the natural environment without treatment	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	<Not Applicable>	The type of treatment required to treat the discharges is crucial four our operation as it is part of the operation permit. All of our sites must have discharging permits regulating the level of treatment required and the allowed volumes for discharge by destination. The level of treatment required is site dependent and varies according to the operations and the local regulations. The only volume of water that is discharged into the natural environment without previous treatment is clean stormwater, that requires no treatment. The volume is unknown as we do not report the stormwater collected on site, following the GCCA guidelines for water reporting.
Discharge to a third party without treatment	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	<Not Applicable>	The type of treatment required to treat the discharges is crucial four our operation as it is part of the operation permit. All of our sites must have discharging permits regulating the level of treatment required and the allowed volumes for discharge by destination. The level of treatment required is site dependent and varies according to the operations and the local regulations. In specific cases we collaborate with third parties to achieve the correct water treatment required by local regulation. Typically domestic wastewater is discharged to third parties to be correctly treated.
Other	Not relevant	<Not Applicable>	<Not Applicable>	<Not Applicable>	Other treatment methods are not relevant to our operations as we provide primary, secondary, or tertiary level treatment to water used or use third parties for water treatment or discharge to the natural environment without treatment.

W1.4

(W1.4) Do you engage with your value chain on water-related issues?

Yes, our suppliers

Yes, our customers or other value chain partners

W1.4a

(W1.4a) What proportion of suppliers do you request to report on their water use, risks and/or management information and what proportion of your procurement spend does this represent?

Row 1

% of suppliers by number

26-50

% of total procurement spend

51-75

Rationale for this coverage

We conduct a screening with 100% of our suppliers using a standard supplier prioritization methodology to identify suppliers with high ESG impact (including but not limited to: climate and energy, water, waste, chemicals, air pollution and biodiversity).. Through our Sustainable Procurement program, we request all suppliers identified as having high ESG impact to systematically manage their environmental impacts and to set objectives and targets to reduce such impacts. These suppliers are also requested to take action and demonstrate proof of continuous improvement towards having a recognized Environmental Management System in place. In 2020, 35% of our active suppliers were identified as having high ESG impact. They represent 65% of our annual procurement spend. We request all of them to report on their environmental impact, risks and progress towards the targets. The requirements are communicated to suppliers through our Supplier Code of Conduct, binded through contractual terms and conditions and verified through our Supplier Qualification process as part of the Sustainable Procurement Program. Incentives to report: To be a qualified supplier to a large global Group, is in itself an incentive. This applies to New and Existing suppliers, who are requested to demonstrate performance at least on an annual basis.

Impact of the engagement and measures of success

Impact: As of the end of 2020, 35'779 suppliers were identified as having high ESG impact (35% of total active suppliers), representing CHF 9.3 billion annual procurement spend (65% of total annual procurement spend). Type of information requested from suppliers: we request all suppliers identified as high ESG impact to systematically manage their environmental impacts with respect to water (and other environmental impacts) and to set objectives and targets to reduce such impacts. They are also requested to take action and demonstrate proof of continuous improvement towards having a recognized Environmental Management System in place. They must report progress on an annual basis. We request actions to mitigate water related impacts. The annual progress is gathered through self-assessments conducted by independent qualification platforms such as Avetta or Damstra and supplemented with fact-finding and on-site audits where issues are flagged. Once this data is gathered, the supplier is assessed to see if they uphold the standards of achieving high ESG impacts. We measure success by the annual increased percentage of suppliers who qualify under our supplier qualification process. Progress is measured through our supplier qualification process. By the end of 2020, we have qualified 18'870 suppliers, covering 72% of the spend in scope (spent with high ESG impact suppliers). Our target is to qualify 100% of the suppliers in scope by the end of 2022. Further, country procurement organizations follow a KPI disclosing the progress on supplier qualification and have in place a supplier scorecard (for supplier selection and performance) with 20% weighting on ESG compliance. Within the company, we use the water related information provided by suppliers to identify, prevent, and manage risks within the company.

Comment

Group companies report annually on their supplier assessments in the annual procurement scorecard integrated into our sustainability data collection platform. Supplier qualification is initially done through self-assessments predominantly conducted by independent qualification platforms such as Avetta or Damstra, and supplemented with fact finding and on-site audits where issues are flagged.

W1.4b

(W1.4b) Provide details of any other water-related supplier engagement activity.

Type of engagement
Incentivizing for improved water management and stewardship

Details of engagement
Water management and stewardship action is integrated into your supplier evaluation
Other, please specify (Water management and stewardship is integrated into supplier evaluation processes)

% of suppliers by number
26-50

% of total procurement spend
51-75

Rationale for the coverage of your engagement
The Supplier code of conduct applies to all suppliers and contractors. Considering the number of suppliers (>100'000), focus is on high ESG impact suppliers (35'779). Management of Environmental impacts, for high ESG impact suppliers, is an integral part of our sourcing decisions (Group Procurement Policy; Supplier Code of Conduct, Supplier Scorecard). We require suppliers of high ESG impacts to take action and demonstrate proof of continuous improvement towards having a recognized Environmental Management system in place. We conduct regular risk evaluation (self-assessments, fact-findings, audits) to verify compliance and we also provide guidelines to suppliers on how to meet our expectations. We work with non-compliant suppliers setting corrective action plans and closing all gaps identified. We will strive to achieve full coverage as soon as possible, with 2022 as the latest. By 2022, we intend to qualify 100% of the suppliers with high water impact.

Impact of the engagement and measures of success
All suppliers are assessed for ESG impacts which include water risks. We measure our success in terms of coverage of qualified suppliers in % of high ESG impact suppliers. By working closely with suppliers in cases of deficiencies or non-compliance, our engagement has the potential to drive a positive impact, improving water security for the company, suppliers and the community. Metrics of success: Suppliers assessed as high ESG impact have to be prequalified to work with us. Those with deficiencies must implement actions to close gaps and show proof of continuous improvement. Our target is that by the end of 2022 to qualify 100% of the suppliers with high water impact.

Comment
Group companies report annually on their supplier assessments in the annual procurement scorecard integrated into our sustainability data collection platform. Supplier qualification is initially done through self-assessments predominantly conducted by independent qualification platforms such as Avetta or Damstra, and supplemented with fact finding and on-site audits where issues are flagged.

W1.4c

(W1.4c) What is your organization's rationale and strategy for prioritizing engagements with customers or other partners in its value chain?

Partner engaged: Customers

Rationale: To drive the uptake of sustainable products and solutions - value adding products which fulfil specific water related customer needs in urban areas, water stressed areas and close to coastlines. An example is **Hydromedia -** a permeable concrete, which enables natural water infiltration on hard surfaces, such as roadways, fire rescue paths or parking lots. It also serves as a water buffer in case of heavy rains, slowing down rain water runoff and hence, protecting from flooding.

Engagement method: Proactive engagement and collaboration with customers by our sales and engineering professionals to establish their specific needs and specifications and ensure competitive pricing, consultancy and after sales service.

Measurement of success: Success is measured by the % of total net sales of our sustainable solutions portfolio. In 2020, 26% of net sales were derived from this portfolio.

Partner(s) engaged: Neighbouring industries, NGOs, local communities

Rationale: We engage to foster water stewardship and collective action

Engagement method: As an example, our Volos plant in Greece and the neighbouring refreshment company agreed to connect water pipes to make use of the treated wastewater in the cement plant. Another example is Holcim Colombia has developed the MingAgua project using the Minga model, which is a community participation strategy for water conservation. Holcim Colombia is also part of SuizAgua Colombia project, a public-private alliance involving the Swiss Agency for Development and Cooperation, national and foreign industries, NGOs and associations.

Measurement of success: With the Volos example the measure of success is the reduction of freshwater withdrawal in the plant - it led to an 8 - 10% reduction. The measure of success for the MingAgua project is the number of projects initiated and Municipalities benefiting from the project. To date three municipalities have already benefited from this project

W2. Business impacts

W2.1

(W2.1) Has your organization experienced any detrimental water-related impacts?
No

W2.2

(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?
Yes, fines, enforcement orders or other penalties but none that are considered as significant

W2.2a

(W2.2a) Provide the total number and financial value of all water-related fines.

Row 1

Total number of fines
5

Total value of fines
74148

% of total facilities/operations associated
0.2

Number of fines compared to previous reporting year
About the same

Comment
2 cement plants, one concrete plant and 2 aggregates sites received minor penalties in the reporting year.

W3. Procedures

W3.3

(W3.3) Does your organization undertake a water-related risk assessment?
Yes, water-related risks are assessed

W3.3a

(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.

Direct operations

Coverage
Full

Risk assessment procedure
Water risks are assessed as part of an enterprise risk management framework

Frequency of assessment
Annually

How far into the future are risks considered?
More than 6 years

Type of tools and methods used
Tools on the market
Enterprise Risk Management
Other

Tools and methods used
WRI Aqueduct
Internal company methods
External consultants
Other, please specify (WASH Pledge Assessment Tool; Holcim Human Rights Due Diligence methodology; Integrated Profit and Loss Statement; IBAT)

Comment
A comprehensive assessment of all risks related to water is carried out for all sites (new and existing). a) For existing sites, water related risks are assessed using WRI Aqueduct. Availability of water in relation to the level of demand and competing water needs are evaluated b) Together with external consultants, ESIA is undertaken which covers water management for new sites/brownfield projects, including hydro-geological studies c) As part of their annual country Business Risk Management, all sites need to assess also the risk of business interruption due to disaster (floods, hurricane), water unavailability, the risk of water contamination through the emissions or wastes and other sustainability risks d) Scenario analysis is done at Country level as part of their Environmental Management System and Mid-Term Planning. In both cases, this is mainly to analyse the financial (i.e. increase of the costs) and environmental implications e) Climate risk scenario analysis includes water issues f) Group wide Human Rights Assessment methodology includes a systematic and comprehensive investigation of our operations' impact to the community such as water issues g) Any indication of risk is also considered for the bottom-up risk assessments (country level) and top-down risk assessment (Group level). The information is consolidated and then reflected in the country risk maps and Group risk report Corresponding actions are developed to address any risks and opportunities identified.

Supply chain

Coverage
Full

Risk assessment procedure
Water risks are assessed as part of an enterprise risk management framework

Frequency of assessment
Annually

How far into the future are risks considered?
More than 6 years

Type of tools and methods used
Tools on the market
Other

Tools and methods used
Internal company methods
External consultants
Other, please specify (Identification is predominantly conducted by independent qualification platforms such as Avetta or Damstra, and supplemented with fact finding and on-site audits where issues are flagged.)

Comment
Management of Environmental impacts, for high ESG impact suppliers, is an integral part of sourcing decisions, as stated in our Group Procurement Policy and our Supplier Code of Conduct. Our suppliers are thus required to adhere to our code of conduct regarding water stewardship and management. Compliance is verified through a 3-steps supplier qualification process: 1.Self-assessment (predominantly conducted by independent qualification platforms such as Avetta or equivalent), 2. Fact finding (to supplement step 1 and prepare for step 3 accordingly) and 3.On-site audits where issues are identified through previous 2 steps.

Other stages of the value chain

Coverage
Partial

Risk assessment procedure
Water risks are assessed as part of an enterprise risk management framework

Frequency of assessment
Every two years

How far into the future are risks considered?
1 to 3 years

Type of tools and methods used
Other

Tools and methods used
Internal company methods
External consultants

Comment
As part of the product development activities of Holcim, water related risks to customers (cities, project developers, infrastructure owners and similar) are regularly identified and addressed via product development, supported by our Innovation Centre in Lyon, France. The results are a variety of solutions - from pervious hard surfaces to green walls and facades. The process of solution development is being managed in the Innovation Management function which is now part of the teams led by our Chief Sustainability and Innovation Officer along a structured stage-gate innovation process. As an example, please have a look at the coastal protection solutions by Holcim Netherlands: https://docplayer.nl/16415532-Holcim-coastal-productoverzicht.html

W3.3b

(W3.3b) Which of the following contextual issues are considered in your organization's water-related risk assessments?

	Relevance & inclusion	Please explain
Water availability at a basin/catchment level	Relevant, always included	WHY THIS ISSUE IS RELEVANT FOR THE COMPANY: Although the construction material industry is not a large consumer of water compared to other industries, water is important in our operations. In addition, water is required in using our products - a typical concrete mix requires around 15% water by volume. Without water, our production would cease and there would be no use for our products. The availability of water at a basin level is needed across all stages of our operations and value is therefore relevant and is always included in our assessment. Holcim endorsed the CEO Water Mandate to strengthen our water stewardship actions. TOOL USED IN THE ASSESSMENT: In 2020 we used the WRI Aqueduct tool to identify the different water risks our sites are exposed to. The Aqueduct water risk data includes indicators of change in water supply, water demand, water stress, and seasonal variability, projected for the coming decades under scenarios of climate and economic growth. In addition, by using the overall water risk, we analyse not only water quantity risks, but also quality risks, financial and reputational risks of the areas our sites are located. EXPLANATION OF THE ASSESSMENT: The results from WRI Aqueduct enabled us to identify priority sites and focus strategic efforts to improve operational water efficiency, manage water risks effectively, and create positive contributions to water resources outside our site boundaries. With the demand for water and its price expected to rise under the pressure of population growth, urbanization and increased industrialization, we will continue to assess water availability at basin level in the future. The results of WRI water risks assessment are complementary information to the water risk assessment performed regularly at site level. The water risk assessment identifies activities that have the potential to negatively impact the quality or quantity of waters including, but not limited to physical, chemical, regulatory, financial or stakeholder impact (e.g. water scarcity, stress, or pollution to communities' water sources). By considering different levels of these variables, we have been able to develop a range of different risk profiles and identify potential risks in having adequate water availability at a basin/catchment level. This will continue to be relevant in the future with increasing water stress levels and thus, will always be included in our future risk assessments.
Water quality at a basin/catchment level	Relevant, always included	WHY THIS ISSUE IS RELEVANT FOR THE COMPANY: For certain processes (e.g., cooling raw materials, exhaust gases, washing of aggregates, gardening, dust suppression control) a high quality of water is not required. For other processes however (e.g compressor cooling, water mix in concrete product), the quality of water withdrawn is relevant for the correct functioning and maintenance of process equipment and to guarantee the right quality standards of the final product If the demand of water quality is not met, we face the risk of developing low performing products. TOOL USED IN THE ASSESSMENT: At our sites we measure using standard laboratory tests a number of parameters such as PH, TSS, Sulphates, hardness, nitrates and others. In addition, to assess the water quality at a basin level we apply the "overall water risk" indicator in the WRI Aqueduct tool, which includes "physical risk quality" that aggregates several indicators such as potential for riverine loadings of nitrogen, phosphorus and silica at basin level. EXPLANATION OF THE ASSESSMENT: Thus, where the quality of water withdrawn is relevant, it is always included. The quality of water withdrawal is monitored through in-situ monitoring and lab testing performed to assess the status of the case- specific relevant parameters. In case the water quality does not meet the local regulatory required standards, specific treatment must be applied in order to use the water withdrawn in the process. We do not foresee changes in our operations and thus, for the process where quality of water is important, the quality of water withdrawn at basin level will remain "relevant" and always included in the future. The results of WRI water risks assessment are complementary information to the water management assessment performed regularly at site level. The water management assessment identifies activities that have the potential to negatively impact the quality or quantity of waters including, but not limited to physical, chemical, regulatory, financial or stakeholder impact (e.g. water scarcity, stress, or pollution to communities' water sources). This will become more relevant in the future with increasing water stress levels and thus, will always be included in the future. In the future, water quality at a basin/catchment level will continue to be relevant and therefore included in our risk assessment.
Stakeholder conflicts concerning water resources at a basin/catchment level	Relevant, always included	WHY THIS ISSUE IS RELEVANT FOR THE COMPANY: All Holcim Countries are required to conduct an assessment according to the risk categorization of their operating environment and implement corresponding action plans to address identified risks. The potential negative impacts assessed concern both the business, and the stakeholders. The UN Guiding Principles on business and human rights require companies to assess their operations' risks to affected stakeholders, not only to business. The aspects are connected – if an issue negatively affects stakeholders it also represents a risk for the business, through effects on reputation, license to operate, work climate, attractiveness for investors and best talents. Nevertheless, it is important to consciously assess both types of risks, which is a priority of the Holcim methodology. TOOL USED IN THE ASSESSMENT: Stakeholder conflicts are assessed as part of our human rights due diligence methodology, led by the Group Sustainable Development department, specifically under the indicator Community Impact. Holcim has a robust human rights assessment methodology, in which internal and external stakeholders are consulted to identify potential risks and conflicts related to 14 indicators related to political and conflict risks, and use our analysis of future water availability and quality as a proxy indicator to assess areas that have already been identified as potential hotspots for stakeholder conflict risks. EXPLANATION OF THE ASSESSMENT: In case a potential risk is identified, an action plan will be put in place to mitigate it. Under Community Impacts we identify the areas where our operation may be impacting the local community (concerns raised are usually related to dust). As part of the local stakeholder engagement strategy, our operating sites have a Community Advisory Panel (a forum with community representatives to discuss issues about Holcim operations and community concerns in general) in place, where stakeholder conflicts are raised and a dialogue is established to come to the best solution. As part of our annual reporting in 2020, issues related to water management were reported and corresponding actions developed. In the future, stakeholder concerns regarding water resources will continue to be included in our risk assessment to avoid any stakeholder conflicts.

	Relevance & inclusion	Please explain
Implications of water on your key commodities/raw materials	Relevant, always included	WHY THIS ISSUE IS RELEVANT FOR THE COMPANY: The key commodities required in our production are fuels (coal, petcoke, natural gas) and mineral components and additives (iron ore, silica, gypsum). The production of these key commodities may consume large quantities of water, and are thus relevant to us. If water availability decreases in our supply chain, we face the risk of decreasing our production rate which will overall decrease sales and revenues. TOOL USED IN THE ASSESSMENT: We have included the upstream water impact in our Integrated Profit and Loss Statement 2020 (IP&L), using an input/output methodology based on our annual procurement spend and statistics from a macro-economic database (Exiobase). The IP&L shows the societal impact is substantial and thus relevant. The societal cost of water is calculated based on scarcity level of the location where water is consumed or harvested. Scarcity level is determined using the WRI Aqueduct. The site-specific scarcity price is provided by a Trucost report and the water scarcity levels from that report are aligned with the categories from WRI. Since water is withdrawn and harvested in different locations, the resulting average cost per cubic meter is different. EXPLANATION OF THE ASSESSMENT: Following our Supplier Code of Conduct, all suppliers must systematically manage their environmental impacts with respect to, but not limited to: water, energy, waste, chemicals, air pollution and biodiversity. Suppliers assessed with high ESG impact shall implement actions to close any gaps and demonstrate proof of continuous improvement. For suppliers assessed to have high water impact, implications of water is relevant as this could have a direct impact on the continuity of our business operations. Compliance with our Code of Business Conduct with Suppliers is monitored at Country level and consolidated at Group level using our sustainable procurement scorecard. The scorecard is a questionnaire for consistently gathering information about how countries address sustainability issues in the supply chain. Status of compliance is regularly reported to top management. Countries measure and report a Sustainable Procurement KPI (one of the 8 KPIs of the function), which is also monitored by Regional Procurement Heads. This will become more relevant in the future with increasing water stress levels and thus, will always be included in the future.
Water-related regulatory frameworks	Relevant, always included	WHY THIS ISSUE IS RELEVANT FOR THE COMPANY: The risk of legal non-compliance or failing to timely obtain or renew permits will have an impact on our business - this could lead to financial loss and/or reputational loss. Thus, we consider water-related regulatory frameworks relevant and they are always factored in our risk assessment. TOOL USED IN THE ASSESSMENT AND EXPLANATION OF THE ASSESSMENT: As part of the site health Safety and environment management systems (HSEMS) and the country enterprise risk management (ERM), a systematic review of compliance with applicable environmental legal regulations and company standards (including water) is carried out by all sites on a regular basis. Actions are developed accordingly to address any legal non-compliance or risks identified. With regulations becoming more stringent as water demand increases in the future, we will continue to include the water-related regulatory framework in our water risk assessment.
Status of ecosystems and habitats	Relevant, always included	WHY THIS ISSUE IS RELEVANT FOR THE COMPANY: The sustainability of healthy ecosystems and water resources are interconnected and intrinsically linked. The identification of potential threats and opportunities on ecosystems, water resources and communities resulting from our operations is therefore crucial and is always included in the assessment. TOOL USED IN THE ASSESSMENT: In addition to the Global water tools, we used IBAT to identify important habitats such as wetlands and lakes, located in or near our quarries. Areas of high biodiversity value are assessed according to the new criteria developed in partnership with Fauna and Flora International in 2018. For high biodiversity value quarries, action plans are developed accordingly. EXPLANATION OF THE ASSESSMENT: Through our quarry rehabilitation projects, we can make an important contribution to the conservation of water-related habitats. Quarry rehabilitation can also involve the transformation of our quarries into flood basins that can help to reduce the risk of flooding in the wider water basin. Lafarge Cauldon Ltd in the UK is an example of how an exhausted shale quarry can be rehabilitated to provide an important water resource for both our cement plant and the surrounding community. https://www.Holcim.com/zero-freshwater-withdrawal This will remain important and relevant in the future and thus, will always be included in our risk assessment.
Access to fully-functioning, safely managed WASH services for all employees	Relevant, always included	WHY THIS ISSUE IS RELEVANT FOR THE COMPANY: Access to safe water and sanitation is a human right and thus, we are committed to providing employees with the access to clean water. This issue is relevant and is always included in our risk assessment because noncompliance can lead to monetary fines for the company. Holcim has signed the WBCSD WASH Pledge which demonstrates our commitment to providing employees and contractors with safe WASH at all operations. TOOL USED IN THE ASSESSMENT: The status of WASH Services was determined using our internal WASH SELF ASSESSMENT TOOL and provided a first overview of the status of WASH services to all workers in our plants. EXPLANATION OF THE ASSESSMENT: As part of our Human Rights Due Diligence methodology, led by the Group Sustainable Development department, a sample of our facilities in the countries operating in a high-risk business environment (categorized based on UN Human Development Index and Freedom House Index) are audited. During these audits, consultations with internal and external stakeholders (which include contractors) will support the identification of any non-compliances. In case a potential risk is identified, an action plan will be put in place to mitigate it. Respect and responsibility towards the needs of all our stakeholders is part of our culture and therefore it will be relevant in the future and always be included in our risk assessments.
Other contextual issues, please specify	Not considered	No other contextual issues considered.

W3.3c

(W3.3c) Which of the following stakeholders are considered in your organization's water-related risk assessments?

	Relevance & inclusion	Please explain
Customers	Relevant, always included	WHY THESE STAKEHOLDERS ARE INCLUDED IN OUR RISK ASSESSMENT: Water is a key ingredient in using our product. Without water, our product cannot be used. As we engage with our customers, it is important to understand their sustainability challenges and issues and the products and innovative solutions needed from our end. Customers are relevant stakeholders as they help to understand the market landscape and present opportunities for future innovation. Thus they are always included in our assessment. METHOD OF ENGAGEMENT: Value chain risks are typically addressed in the Country marketing plans. The process starts with mapping customer requirements, needs, sustainability challenges and the associated potential solutions from the material and products side. Based upon the market assessment, an innovation stage-gate process will be launched, either locally or in collaboration with our Innovation Center in Lyon, France. The results are tailored solutions such as, but not limited to, help customers to save water, harvest and reuse water, protect themselves from floods or extreme weather conditions. As part of our product stewardship and awareness raising, we promote responsible sourcing of construction materials. The responsible sourcing scheme of the Concrete Sustainability Council includes water management as a key element. In the future, customers will remain relevant stakeholders and will always be included in our assessment.
Employees	Relevant, always included	WHY THESE STAKEHOLDERS ARE INCLUDED IN OUR RISK ASSESSMENT: Holcim is working on ensuring that employees and contractors have access to safe water and sanitation. We acknowledge and comply with all relevant international legal frameworks including the ILO core conventions and thereby expect that our employees and contractors have sufficient access to water and associated hygiene at the workplace. We acknowledge the role and responsibilities of our business in impacting our employees in the matters of water sanitation and access. For this reason Employees are always included in our risk assessment. We are committed to the WBCSD WASH Pledge to provide all employees with the access to clean water and are subjected to potential poor employee satisfaction if compliance is not met. METHOD OF ENGAGEMENT: For Holcim this is included in our Human Rights Due Diligence approach, where we also assess if employees and contractors have sufficient WASH services. We include our employees in our Human rights Due diligence process, engaging with them individually and also in focus groups. In case we identify a gap, we will take immediate response actions. In the future, employees will remain as a highly relevant stakeholder and thus, will always be included.
Investors	Relevant, always included	WHY THESE STAKEHOLDERS ARE INCLUDED IN OUR RISK ASSESSMENT: Holcim is a publicly listed company and as such investor views are always considered in our risk assessments. We engage with investors on all ESG issues through annual ESG reporting such as the Holcim Integrated Report which refers to water management In the past years, we have seen an increasing number of investors and financial analysts interested in specific details of our sustainability ambition. In particular, on our Water strategy and how we manage our impact on water resources. Investors are included in our risk assessment because they provide insights into abiding to water management policies and assist with improving and strategizing our water ambitions. In particular, investors have become interested in our water strategies and how we manage our impacts through water resources. For this reason investors are always included in our water-related risk assessment. METHOD OF ENGAGEMENT: We participate in annual ratings such as the CDP Water, DJSI , FTSE4Good, Sustainalytics and MSCI. We have frequent direct engagement with a number of investors on ESG issues and performance and a member of the corporate sustainability team provides inputs to the engagement. Holcim was a founder member of the CSI and GCCA and was instrumental in developing the relevant reporting guidelines and protocols for the sector and these are always adhered to in our water management practices. In the future, investors will remain as a highly relevant stakeholder and thus, will always be included.

	Relevance & inclusion	Please explain
Local communities	Relevant, always included	WHY THESE STAKEHOLDERS ARE INCLUDED IN OUR RISK ASSESSMENT: Our objective for communities is to create shared value, and water availability and quality is a fundamental community issue, especially in areas of water risk. Holcim engages on a regular basis with local communities at all our operations. Local stakeholders for our water related risk assessment are identified according to the company's Stakeholder Engagement Process. A stakeholder engagement plan usually covers the following elements: 1) Mapping and prioritizing stakeholders, 2) Internal and external consultation, 3) Definition of the Stakeholder Engagement Plan. METHOD OF ENGAGEMENT: Community Advisory Panels (CAPs) are used for engagement with local communities on water-related risks. The CAP is a long-term discussion forum for open dialog between the representatives' communities impacted by water-related risk and site managers. Through the CAPs, local communities have the opportunity to be directly involved in water related risk-assessment. In addition, our social initiatives support the local development in the areas of Housing and Infrastructure, Education and skills, Health and Environment, cultural and recreational. Under these areas countries implement different initiatives that can be related to water management, according to the local need and context. As part of our Human Rights assessments, the local community is directly represented under the Community Impact indicator. If a country identifies a potential risk, an action plan will be put in place to mitigate it. All countries are expected to have a grievance mechanism available for internal and external stakeholders. As part of this process, local communities can raise their concerns related to water and/or any other topic that needs the company's attention. An example is the Ambuja Cement Foundation (ACF) which implements social programs and helps improve the quality of life in communities around Ambuja Cement's operations, e.g. by launching an initiative to implement roof rainwater harvesting systems and by enabling access to clean drinking water in affected communities. More information can be found online in the Ambuja Cement SD Report https://www.ambujacement.com/Sustainability In the future, local communities will remain a relevant stakeholder and will always be included.
NGOs	Relevant, always included	WHY THESE STAKEHOLDERS ARE INCLUDED IN OUR RISK ASSESSMENT: In addition to continuous engagement with the communities that host us, Holcim engages with a range of stakeholders and one of these is the NGOs. The NGOs provide a valuable outside perspective and independent "third party" validation and are therefore relevant stakeholders and where relevant, they are included in our assessment process. The knowledge, expertise and capabilities of NGOs and Holcim are distinct but are complementary in some projects and can often accomplish more by working together than separately. METHOD OF ENGAGEMENT: We engage with NGOs through frequent bilateral dialogue, partnerships, including them in materiality assessment processes and inclusion on stakeholder panels. A specific example is Holcim's conscious effort to reduce plastic leakage into the ocean. To support us in this project, we have engaged with local NGOs in the Philippines, Mexico, Egypt and Morocco where marine plastic littering is a major concern. More information can be found online: https://www.infomediaire.net/environnement-la-giz-et-Holcim-deploient-liniitiative-ocean-propre-au-maroc/ In the future, NGOs will remain a relevant stakeholder and where applicable, will always be included.
Other water users at a basin/catchment level	Relevant, always included	WHY THESE STAKEHOLDERS ARE INCLUDED IN OUR RISK ASSESSMENT: As part of our water risk assessment in 2020 using the WRI-Aqueduct, we identify the baseline water stress level and the overall water risk level of each site. The indicator measures the actual demand of water in a local area and hence the level of competition among the different users for available water, and estimates the degree of freshwater availability. The overall water risk measures all water-related risks, by aggregating all selected indicators from the Physical Quantity, Quality and Regulatory & Reputational Risk categories. Competing water users especially in water stressed areas (> 40% baseline water stress) is a major risk that could impact our access to water supply, renewal of our permits, and operating costs. In 2020, 16.7 % of our water withdrawals are from water stressed areas. In these areas, the risks will be greater as we face increased competition from other water users at the same basin/catchment level. Thus, it is important to factor them in the assessment. In some of our facilities, we share the same river basin with other users (such as other industries, agriculture) and we seek collaborative engagement to address water problems. India for example is facing severe water shortage in several of its cities. Our Indian company, Ambuja Cement has a deep understanding and decades of experience in water issues. Agriculture has been identified as one of the biggest culprits in the water crisis and accounts for an average of 80% of the total water withdrawal in India. This is due to the rampant use of flood irrigation, which is highly inefficient and unproductive. By engaging closely with the agricultural sector, Ambuja Cement helped build drought resilient rural villages ensuring water for farmer families and communities. More information on Ambuja Cement water interventions and achievements and achievements from 1995 to 2020 are available online: http://www.ambujacementfoundation.org/programs/water METHOD OF ENGAGEMENT: Engagement is carried out through bilateral dialogue, joint projects and partnerships and inclusion in community forums. With increasing demand / competition for available water foreseen in the future, "other water users" will remain relevant and included in the assessment.
Regulators	Relevant, always included	WHY THESE STAKEHOLDERS ARE INCLUDED IN OUR RISK ASSESSMENT: Compliance to all legal regulations is a minimum requirement in all our sites. This is monitored on a regular basis internally (internal audit / internal control teams) and externally (via ISO/EMS management systems). Uncertainty in regulatory policy or an unstable regulatory framework is a major risk as it could result in a loss of our permit to operate, increase of our operating costs, or adversely impact our growth strategy. Thus, we consider the regulators as relevant and important stakeholders and they are always included in our risk assessment. It is important to consult and engage with local regulators to ensure water issues are addressed properly and water-related activities are in line with regulations. Keeping abreast of any changes in water-related policy or regulations and actively involved during the consultation process allow us to make the necessary measures and resources required to the changing regulations METHOD OF ENGAGEMENT: At Group level, the Public Affairs Head takes the lead in influencing environmental-related policies, including water-related risks. At Country level, the Country SD/Environmental Manager is responsible for engaging with regulators at national level. In some cases, the site plant manager and/or the site environmental manager are responsible for engaging with regulators on water-related risks. Holcim engages with regulators through meetings, briefings, position papers, industry associations and stakeholder forums. In the future as the water situation worsens, it is expected that more stringent regulations will come into force. Thus, regulators will remain relevant stakeholders and included in our assessment.
River basin management authorities	Relevant, always included	WHY THESE STAKEHOLDERS ARE INCLUDED IN OUR RISK ASSESSMENT: For sites located in high water risk areas, river management authorities are included because of their strategic importance. The authorities managing the river basins play a key role in the water allocation among the users within the river basin. Thus, it is important to engage and have regular consultation with these authorities. METHOD OF ENGAGEMENT: Engagement is done primarily through bilateral dialogue and community forums. For example, Holcim Colombia is also part of SuizAgua Colombia project, a public-private alliance involving the Swiss Agency for Development and Cooperation, national and foreign industries, NGOs and associations. In the future, the river basin management authorities will continue to be relevant particularly in water stressed areas and thus, will always be included in the assessment.
Statutory special interest groups at a local level	Relevant, always included	WHY THESE STAKEHOLDERS ARE INCLUDED IN OUR RISK ASSESSMENT: Statutory special interest groups at a local level are selected as relevant and always included, in particular in sites located in water risk areas. We engage with them to improve our understanding about the water issues and find solutions collectively. For example, in 2017-2018, Ambuja Cement has implemented an integrated water management project in 10 villages under the Jalayukt Shivar Yojana flagship program of the Maharashtra Government on water conservation. Statutory special interest groups at a local level are included in our water-related risk assessment because they provide us with insights in understanding the local water issues around our sites. We work to find solutions collectively to mitigate water risks. METHOD OF ENGAGEMENT: Engagement is conducted primarily through bilateral dialogue and community / interest group forums. With growing scarcity, we expect more of these groups formed at local level in the future and we will continue to engage and include them in our assessment.
Suppliers	Relevant, always included	WHY THESE STAKEHOLDERS ARE INCLUDED IN OUR RISK ASSESSMENT: Management of environmental impacts is an integral part of our sourcing decisions, as stated in our Group Procurement Policy and our Supplier Code of Conduct. This is managed directly by our Procurement Group. As shown by our IP&L statements, our suppliers can have a large impact on water usage and are thus relevant. Following our Supplier Code of Conduct, all suppliers must systematically manage their environmental impacts with respect to, but not limited to: energy, WATER, waste, chemicals, air pollution and biodiversity. Suppliers assessed with "High ESG impact" shall implement actions to close any gaps and demonstrate proof of continuous improvement. For suppliers assessed specifically with "high water impact", "implications of water" is relevant as this could have a direct impact on the continuity of our business operations. Compliance with our Code of Business Conduct with Suppliers is monitored at Country level and consolidated at Group level. Status of compliance is regularly reported to top management. METHOD OF ENGAGEMENT: Engagement is conducted through the supplier qualification and development process, contract negotiations, supplier audits and one-on-one meetings. For our suppliers with high water impact, this will become more relevant in the future with increasing water stress level. It will remain "always included".
Water utilities at a local level	Relevant, always included	WHY THESE STAKEHOLDERS ARE INCLUDED IN OUR RISK ASSESSMENT: A total of 11488 megaliters were supplied by local utilities in 2020. This volume is relatively low compared to our other withdrawal sources (4.4% of the total water withdrawal). However, since this is our main source for domestic use (in particular, for drinking purposes and sanitation of people onsite), we consider it important and relevant. Water utilities also provide water to the communities. In water-constrained areas, water availability (for example during summer months), could cause conflicts with local communities and introduce constraints to our operations. Because of their strategic importance from an operational and reputational consideration, we selected relevant and always included. METHOD OF ENGAGEMENT: We engage with water utilities at a local level through bilateral dialogue and inclusion in community forums. As water becomes more important due to increasing water stress levels, water utilities will remain relevant and included in the future.
Other stakeholder, please specify	Not considered	No other stakeholder considered.

W3.3d

(W3.3d) Describe your organization's process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.

Holcim risk management process includes a bottom-up and top-down risk assessments which cover all kinds of risks: strategic, environmental, sustainability, climate change, market, industrial, operational, financial, legal, compliance and reputational risks, whether under our control or not. These assessments are used as a basis for the Group risk map, which is updated every year and submitted and reviewed by the Group's Executive Committee and the Audit Committee.

The bottom-up assessment is performed at the country level and includes several stages: i) Risk identification and assessment, ii) Description of current mitigation or action plans, iii) Monitoring and reporting.

The top-down assessment at Group level is performed through interviews with Heads of functions, Board of Directors and Executive Committee members and External Auditors.

Process to identify and assess risks: Step 1

Direct Operations. The water risk related to quantity, quality and reputational risks in direct operations are assessed using the WRI Aqueduct. The results enable us to assess which of our sites are exposed to water risks. Access to clean water throughout direct operations is assessed using the Wash Self Assessment tool and Human Rights Due Diligence method. Economic impact of water related risks is assessed using the Integrated Profit and Loss Statement. Where a local water tool is available (e.g. India Water tool), the country also carries out an assessment. In addition to water scarcity, other site water indicators evaluated are withdrawal, discharge, consumption, ecological sensitivity through the IBAT, stakeholder pressure, and regulations. Some indicators are monitored at local level (e.g. stakeholder pressure, regulations) while others (e.g. specific water consumption) are monitored at Global level. Site water data are consolidated at Group level and site water efficiencies are assessed and compared against benchmarks. If Holcim is lacking in-house resources to assess water-related risks, we use external consultants to provide assessment assistance.

Supply Chain and other stages. Suppliers that pose a higher ESG impact, are evaluated by an independent third party appropriately to the perceived risk, ranging from self-assessment questionnaires to full audits. Group companies report annually on their supplier assessments in the annual procurement scorecard. Supplier qualification is initially done through self-assessments predominantly conducted by independent platforms such as Avetta or Damstra, supplemented by fact finding and on-site audits where issues are flagged.

The results in Step 1 serve as an input to the Business Risk Management Process

Process to identify and assess risks: Step 2

Sustainability risks are included in the Holcim Enterprise Risk Management process conducted by all business units and are consolidated by Group Risk Management. The business risk model includes water-related risks within our direct operations and other stages of the value chain. Examples are:

Regulations: Risk that approval of water permit is delayed due to a more stringent water regulation.

Supply Chain: Risk that suppliers do not uphold sustainability standards included in Supplier Code of Conduct. Opportunity to increase suppliers's awareness on water issues.

Environmental: Risk that business operations will result in measurable negative impacts to water quality. This could result in financial losses, stigmatization of the sector or damaged reputation impairing long term growth opportunities.

At country level management evaluates potential impacts and likelihood of water-related risks that could have a material adverse effect on current or future operations. The risk horizon includes long-term strategic risks and short- to medium-term business risks, the latter, typically within a 3 year period of time.

Process for responding: Step 3

Direct Operations. The results of the water risk assessment inform the development of programs, ambitions and targets. The appropriate level of water management for sites, including mitigating actions, are prioritized. Once water related risks have been identified, it is important to understand the available options, required costs and resources and implementation challenges.

Supply Chain. As part of our Supplier Code of Conduct all our suppliers should systematically manage environmental impacts and set objectives and targets to reduce such impacts. Engagement action plans are created to address shortfalls. Suppliers assessed as high ESG impact shall demonstrate proof of improvement. Supplier's progress on compliance with the Supplier Code of Conduct is monitored at Country level.

Example: One of the risks identified in Marwar Mundwa is water. Site is located in water scarce area, where use of freshwater is not allowed. Mitigating actions developed (e.g. use of wastewater from other industries; minimize water consumption by using air cooling system; strong stakeholder engagement).

W4. Risks and opportunities

W4.1

(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?

No

W4.1a

(W4.1a) How does your organization define substantive financial or strategic impact on your business?

The Holcim risk management process is structured around several coordinated approaches conducted within the Group and it is subject to continuous improvement.

It includes bottom-up and top-down risk assessments which cover all kinds of risks: strategic, environmental, sustainability, climate change, market, industrial, operational,

financial, legal, compliance and reputational risks, whether under our control or not.

These assessments are used as a basis for the Group risk map, which is updated every year and submitted and reviewed by the Group's Executive Committee and the Audit Committee.

The bottom-up assessment is performed at the country level and includes several stages: i) Risk identification and assessment, ii) Description of current mitigation or action plans, iii) Monitoring and reporting.

The top-down assessment at Group level is performed through interviews with Heads of functions, Board of Directors and Executive Committee members and External Auditors.

Definition of substantive financial or strategic impact

We define substantive financial or strategic impact as all major adverse events or missed opportunities that may impact our ability to achieve our financial and strategic objectives. We consider strategic objectives, our **financial objectives as well as our sustainability commitments and operational targets**, among which water is a key element. **The risk horizon where water risks are assessed** includes both the short- to medium-term, typically a 3 year period of time as for any other business risks and the medium- to long term (10 years).

- Risk assessment at the country level involving all business areas. Involvement of the country's ExCo and CEO is required before submission (to the Group) of the risk assessment. The objective is to make sure that all potential areas of concerns are included in the risk map, and also to ensure that the risk assessment follows a forward-looking approach integrating the potential risks arising from the strategic initiatives / projects that might occur in the next 3 years.

- We collect insights from the countries who report the major risks at the local level, then all risks are consolidated and aggregated in order to take into consideration the Group's insight which also integrates the requirements arising from the achievement of our 2030 targets. **So both local and global impacts** are considered.

- In the assessments **we consider both direct operations and supply chain** (especially as regards to business interruption, supplier qualification, compliance, increase in logistic costs).

We define the likelihood as the probability of occurrence in the next 3 years

- Virtually certain > 90%

- Very likely between 75% and 90%

- Likely between 60% and 75%

- More likely than not between 45% and 60%

- About as likely as not between 30% and 45%

- Unlikely between 15% and 30%

- Very unlikely between 5% and 15%

- Exceptionally unlikely <5%

Metrics and thresholds of significance (substantive change)

We define significance (substantive financial or strategic impact) based on:

a) The overall financial impact of the respective risk against the yearly average of the next 3 years of entity operating EBIT

- Impacts below 5% of operating EBIT are considered as Low

- Impacts between 5-10% of operating EBIT are considered as Medium

- Impacts between 10-15% of operating EBIT are considered as High

- Impacts above 15% of operating EBIT are considered as Very High

An impact would be considered as substantive for the Group as long as it is high or very high.

Aligned with our Risk Management process we consider risks below 10% of EBIT to be not substantive

b) Also considered is the impact on the Group's or local operations reputation, including impairment of reputation with key stakeholders such as investors, rating agencies, regulators, customers, NGO or media.

Any new negative impact on reputation, even recoverable, would be considered in the risk assessments. A reduction in Holcim Group or country operations' reputation to regulators and key stakeholders is considered as substantive.

Example of substantive impact:

One example of a substantive impact that Holcim considered is if 30% of operations were to be disrupted all at once during a long period of time (i.e. 6 months or more) because of severe water scarcity, this would cause more than a 15% loss of EBIT in a given year (mainly revenue losses), which is considered a very high substantive financial impact. This presents a large risk to investors if we do not mitigate impacts of water scarcity on operations to affect operations by less than 5% EBIT. The impact and likelihood are assessed for the inherent level (prior to the consideration of mitigating activities and controls already in place, and for the residual level (i.e. after consideration of the current mitigations in place). Action plans are implemented to further reduce the risk to an acceptable level. All action plans are followed up and subject to formal reporting twice a year.

W4.2b

(W4.2b) Why does your organization not consider itself exposed to water risks in its direct operations with the potential to have a substantive financial or strategic impact?

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	RISKS EXIST AT A LOCAL LEVEL: Risks have been identified and applicable at local level with a potential to have a substantial financial or strategic impact at Group. Our local operations face water challenges such as exposure to water scarcity, adverse climatic conditions and reputational risks. Any site exposed to water risks is required to develop actions to mitigate. We use WRI, including not only water quantity, but also quality, regulatory and reputational risks. In 2020, 23% of Holcim's operations were exposed to medium to extremely high water risks. For instance in India, when increased water scarcity we can face operational disruptions with business interruptions, revenue losses and higher logistics and transportation costs. We have estimated the unmitigated impact for one of our largest cement plants located in a water scarce region in India, with an annual sales volume of 4 million tons of cementitious that suffers a business interruption due to severe scarcity conditions. If business is interrupted and resumes operation within 3-6 months, the derived loss of volume sold will be 250'000 to 500'000 tons of cement. The calculation assumes a commercial margin of 40 CHF per ton of product, leading to a potential financial impact of [10 - 20] CHF million, which at Group level, is considered low (below 1% of operating EBIT). BUT NO SUBSTANTIVE IMPACT ANTICIPATED: While there is a risk that such a situation materializes for one plant, the probability that similar disruption occurs in multiple locations at the same time is unlikely: the risk is triggered by local weather events, marked by high seasonality. In case of this event to occur, we foresee production level adjustments in business operations that are near the affected site and ad-hoc delivery routes to mitigate the impact. Considering our geographic diversity, leading position in all markets, balanced portfolio serving as a buffer against sales variations (there is no single entity where net sales amount to 10% or more of the Group net sales), we do not consider Holcim exposed to water risks in direct operations that would have substantive financial or strategic impact to the company. In addition, water scarcity is strongly tackled at the local level through a large range of mitigations. In India our approach has been to build check dams to promote retention of seasonal rainwater from monsoon events to be used in our production during water scarcity events.

W4.2c

(W4.2c) Why does your organization not consider itself exposed to water risks in its value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact?

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	RISKS EXIST AT LOCAL LEVEL: Our suppliers and customers may also face water challenges such as water scarcity, adverse climatic conditions and reputational risks. As part of the Holcim's Supplier Code of Business Conduct, any supplier assessed as of high ESG impact is required to develop actions and address the gaps. For instance, Holcim's suppliers experienced water-related risks in Rhine and Mississippi in the years 2018 and 2019, respectively. Very low and high water levels had temporarily interrupted our supply chain, resulting in higher logistic costs and revenue losses. In the US, due to our logistics department implementing a response plan, we were able to adapt by changing the modes of transportation and production sourcing which brought upon a financial impact of a maximum of 5% of our EBIT for our 2 entities in the US (worst case scenario). Should this risk reoccur with the same magnitude, this represents less than 2% of our Group EBIT which is not considered to be a substantive impact. BUT NO SUBSTANTIVE IMPACT ANTICIPATED: While there is a risk that such a situation materializes in one plant, the probability that a similar disruption occurs in multiple locations at the same time is more unlikely: the risk is triggered by local weather events, marked by high seasonality, and impact mostly depends on specific logistic and transportations conditions. In case of this event to occur, we foresee production level adjustments in business operations that are in the proximity of the affected site (temporary supply), combined with ad-hoc delivery routes to mitigate the impact. In some locations, maintenance of strategic storage (temporary seasonal floating storage) especially during exposed seasons (spring for Mississippi) also contributes to reducing our risk exposure (our plant Ste Genevieve in US). Thus, considering our geographic diversity, leading position in all markets, a balanced portfolio serving as a buffer against sales variations in the markets where we operate (there is no single entity where net sales amount to 10% or more of the Group net sales), we do not consider Holcim exposed to water risks in direct operations that would have substantive financial or strategic impact to the company. In addition, our transportation routes allow us to supplement business interruptions if needed.

W4.3

(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes, we have identified opportunities, and some/all are being realized

W4.3a

(W4.3a) Provide details of opportunities currently being realized that could have a substantive financial or strategic impact on your business.

Type of opportunity

Efficiency

Primary water-related opportunity

Improved water efficiency in operations

Company-specific description & strategy to realize opportunity

Description: Simply put, using less water saves money. As an example, in 2020 the Group withdrew 11488 megalitres of water from municipal or other third party sources to be used in our production sites - at a financial cost. Reducing this amount, for example, by harvesting rainwater leads to efficiency and cost savings. There is also an operational cost to handling water withdrawn from other sources - such as pumping and equipment maintenance. More efficiency in water processes equals less cost. Group specific water consumption: In Cement was reduced by 11 li/ton of product (2020: 199 vs 2019: 211). In Aggregates was increased by 2 li/ton of product (2020: 143 vs 2019: 141). In Ready-Mix Concrete was reduced by 20 li/m3 of product (2020: 230 vs 2019: 250). Group specific freshwater withdrawal: In Cement was reduced by 26 li/ton of product (2020: 273 vs 2019: 299). In Aggregates was reduced by 18 li/ton of product (2020: 207 vs 2019: 225). In the Ready-Mix Concrete was reduced by 22 li/m3 of product (2020:227 vs 2019: 249). Improvement in operational water efficiency was due to a number of factors such as implementation of a better technology, for example a significant portion of sites having recycling systems (70% in 2020 against 66% in 2019), reduced discharges and eliminating leakages and losses. Strategy: Holcim has committed to reduce its freshwater withdrawal in cement to 262 liter per ton of cementitious by 2030 (this is a 14% reduction from our 2018 baseline). We extended our commitment to Aggregates and Ready-Mix Concrete business segments. We will reduce to 190 litres/ton and 220 litres/m3, respectively. These are 16% and 13% reductions respectively from our 2018 baseline by 2030. We have then incorporated the use of water-reducing technologies in our operations and we saw a reduction in water consumption and operating costs. By seeing this reduction, we believe this can be an opportunity for us to continue incorporating water efficient technologies across all operations to save overall water-related costs. For example, in our Bulgaria plant, we installed a recycling system which led to a reduction of 68% in freshwater withdrawal and a 24% reduction in total water consumption in 2020 compared to 2019, where there could be a cost reduction as high as CHF 22.9 million.

Estimated timeframe for realization

Current - up to 1 year

Magnitude of potential financial impact

Low

Are you able to provide a potential financial impact figure?
Yes, an estimated range

Potential financial impact figure (currency)
<Not Applicable>

Potential financial impact figure – minimum (currency)
9300000

Potential financial impact figure – maximum (currency)
22940000

Explanation of financial impact
In 2020 we achieved a water consumption reduction of 11 li/ton cement, and of 20 liters/m3 in ready-mix compared to 2019. On the contrary, the water consumption for aggregates increased by 2 liters/ton of product in 2020, compared to 2019. This translates to a total reduction of 6.2 million m3 of water consumed in our cement, aggregates and ready-mix business. If we assume an average operational cost of water (including pumping, maintenance, etc.) at 1.5 CHF/m3, this would result in CHF 9.3 million savings. Integrating the externalities and using the societal cost of water at 3.7 CHF/m3, the cost reduction could be as high as CHF 22.9 million CHF. Minimum: 6.2m3 x 1.5 CHF / m3 = 9,300,000 CHF Maximum: 6.2 m3 x 3.7 CHF / m3 = 22,940,000 CHF The societal cost of water is calculated based on the scarcity level of the location where water is consumed or harvested. Scarcity level is determined using the Aqueduct Water Risk Atlas from WRI.org. The (site-specific) scarcity price is provided by a 2013 Trucost report and the water scarcity levels from that report are aligned with the categories from WRI. See Holcim Integrated Profit & Loss Report results and assumptions: https://www.Holcim.com/sites/Holcim.com/files/atoms/files/Holcim_ipl_15_june_2020.pdf Holcim website for further details on water figures: https://www.holcim.com/sustainability-reports The time frame is current - up to 1 year as we already began work in previous years to realize this opportunity.

Type of opportunity
Products and services

Primary water-related opportunity
Sales of new products/services

Company-specific description & strategy to realize opportunity
Description: Holcim “Water Solutions” are an integral part of our Sustainable Solutions portfolio, with the Group target to grow those solutions into key markets like the US, Canada, Australia, France, Switzerland, UK, India, Germany and Netherlands. This includes solutions specifically designed: 1) Water treatment, water storage, and sanitation - e.g., concrete with exposure classes which withstand aggressive water milieus like sea water or sewage water. 2) Natural water infiltration – e.g., concrete grid stones and pervious hard surfaces made from ready-mix concrete. Sustainable drainage system - a combination of pervious surface and water storage/flood protection system. 3) Flood protection or storm water management - dams, dykes and similar solutions to protect from flood, stormwater management The strategy is a proactive engagement and collaboration to fulfil specific water related customer needs in urban areas, water stressed areas and close to coastlines. Commercial excellence and customer satisfaction begins with a strong product differentiation and tailoring towards specific customer needs. With our expertise and research and development resources, it is important to continue to be an exemplary innovator in our industry. We already have an ambitious innovation pipeline and we are working on a number of significant product developments. . With these innovations of new products, we expect to see an increase in our net sales and annual revenues. An example is our product HYDROMEDIA permeable concrete that rapidly absorbs rainwater off streets, parking surfaces, driveways, and walkways - reducing the risk of flooding. This permeable solution combines the properties of concrete and advanced drainage technology. Hydromedia enables the ultra-rapid evacuation of water directly into the soil. This produces a natural aquifer recharge or allows the water to be recycled. Hydromedia is available in Algeria, Belgium, Brazil, Canada, China, Croatia, France, Germany (Campo Drain), Greece, India (PermeCrete), Mexico (EcoPerm), Poland, Qatar, Serbia, South Africa, Spain, Switzerland (Saibro), UK, USA. When introducing Hydromedia for example to Serbia and Belgium, we saw increased revenues by 12% and 25% respectively. On average, the net sales of sustainable solutions are therefore expected to grow around CHF 1.1 million per year.

Estimated timeframe for realization
More than 6 years

Magnitude of potential financial impact
Medium

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
1100000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact
Our Sustainable Solutions portfolio focuses on our customers, who face today’s major challenges: achieving energy efficiency, lowering cost of construction, reducing our environmental footprint, and meeting high standards of aesthetics, health, comfort, and well-being. Together with our partners and customers, our best-in-class R&D teams develop the most innovative products, solutions, and services, as well as advanced manufacturing processes. https://www.Holcim.com/rd-innovative-solutions In 2020, 26% of our net sales of CHF 23.142 bn were from our portfolio of sustainable solutions. Of our total net sales, 0.1% were identified as Water and Biodiversity solutions. This is approximately CHF 23.1 million. Assuming an increase of 5% annually over the next 5 years (aligned with the company growth target), we anticipate this figure to grow to CHF 28.5, which is an additional CHF 5.4 million compared with today. On average, the net sales of sustainable solutions are therefore expected to grow around CHF 1.1 million per year. 23’142mCHF x 0.001 = 23.1 mCHF 23.1 mCHF x (1 + 0.05)^5 = 28.5 mCHF (28.5 mCHF- 23.1 mCHF) / 5 = ~1.1 mCHF

Type of opportunity
Other

Primary water-related opportunity
Other, please specify (Collective action programs that address to secure water for all)

Company-specific description & strategy to realize opportunity
Description: Water is fundamentally a local resource and its sustainable management requires understanding of the local context and the local drivers. At sites located in high water-risk areas, water challenges call for actions beyond our fence. At Holcim, we have engaged with stakeholders on how to share water resources more effectively and to implement sustainable solutions for the watershed. Globally, we are involved in three categories of initiatives: a) Watershed protection and restoration: recharging groundwater aquifers and promotion of reforestation to improve water flow back to basins. b) Water for productive use: promoting water-efficient irrigation and agriculture practices to help relieve water stress in watersheds. c) Water access and sanitation: supporting communities with supply of potable water and installation of sanitation facilities to improve well-being of people in the communities we operate. Strategy: Holcim is committed to water stewardship programs beyond our site boundaries, in

particular in water risk areas. The approach follows the Stakeholder Engagement process which provides the framework for project selection, implementation and evaluation. It includes stakeholder analysis in a participatory approach and needs assessment that facilitates the prioritization and the matching of stakeholder & project objectives. Example "does the project mitigate stakeholder related risks that have been identified during the site's water risk assessment? How can wetlands as part of the rehabilitation improve the water table?" Example: In building and working with local communities and our stakeholders, we see collective action programs that address water security as an opportunity to increase water availability, which will reduce water security risks at Holcim and will increase our trust with communities. In deciding which areas to engage in, we look towards our high-risk water security areas as defined by the WRI Aqueduct. For example, our Ambuja sites are exposed to water risks. Ambuja Cement foundation works with local stakeholders to help local communities implement and manage their water challenges. The results helped more than 9600 households have reliable drinking water and decreased our water risks to our operations in that area.

Estimated timeframe for realization
More than 6 years

Magnitude of potential financial impact
Medium

Are you able to provide a potential financial impact figure?
Yes, a single figure estimate

Potential financial impact figure (currency)
256000000

Potential financial impact figure – minimum (currency)
<Not Applicable>

Potential financial impact figure – maximum (currency)
<Not Applicable>

Explanation of financial impact
The potential financial impact here is based on what Ambuja Cement Limited (ACL), our Indian subsidiary, achieved in 2020. From their Water Resource Management initiatives (rainwater harvesting, groundwater recharge, micro-irrigation, etc), ACL has generated water credits of around 56.6 mio m3. Total water consumed (water debit) in 2020 was 5.8 mio m3. Multiplying by the (local) societal cost of water, the positive contribution is about INR 21'994 million (CHF 270 million), while the negative impact due to water extraction is about INR 1'137 million (CHF 14 million). This resulted in a Net Positive Contribution of 20'857 million INR (CHF 256 million)

W6. Governance

W6.1

(W6.1) Does your organization have a water policy?
Yes, we have a documented water policy that is publicly available

W6.1a

(W6.1a) Select the options that best describe the scope and content of your water policy.

	Scope	Content	Please explain
Row 1	Company-wide	Description of business dependency on water Description of business impact on water Description of water-related performance standards for direct operations Description of water-related standards for procurement Reference to international standards and widely-recognized water initiatives Company water targets and goals Commitment to align with public policy initiatives, such as the SDGs Commitments beyond regulatory compliance Commitment to water-related innovation Commitment to stakeholder awareness and education Commitment to water stewardship and/or collective action Acknowledgement of the human right to water and sanitation Recognition of environmental linkages, for example, due to climate change Other, please specify (water positive impact - beyond the fence actions)	Our Sustainability Strategy has been developed to help us efficiently develop and deploy solutions to social and environmental challenges, whilst continuing to grow our business. It is anchored on four strategic pillars: Climate and Energy, Circular Economy, Nature (with a focus on Water and Biodiversity) and People. Our commitments are aligned with the 17 SDGs adopted (e.g., Clean Water and Sanitation SDG 6, Climate Action SDG 13, etc). A key principle of our Environment Policy is Water in which we have committed to minimize our impact on water resources by limiting water withdrawal, promote water efficient practices and a responsible management of water discharges. To support this, a mandatory Water Directive was approved and published in 2016. Our water policy is company-wide in scope as this reflects our commitment to take a consistent, global approach to water security. Its purpose is to make clear our commitment internally, but also externally. It includes legal compliance, establishing operational water footprint, risk assessment and stakeholder engagement. We follow the GCCA Water guidelines in water monitoring and reporting. We use the WRI Aqueduct for water risk assessment We have committed to reduce our specific freshwater withdrawal in our business segments at a global level. We have set high standards on key ESG topics. We signed the WASH pledge and we ensure in all sites access to safe Water, Sanitation and Hygiene at the workplace for employees as well as for contractors. Human Rights are respected where we operate. All existing and potential new suppliers with high ESG impact are qualified against our Supplier Code of Conduct. “Water and Biodiversity Solutions” are an integral part of our Sustainable Solutions portfolio – Innovation. We are now working towards creating a positive water impact, particularly in sites located in water risk areas. For example in India, we have already achieved a positive impact. Procurement: Covered in our Supplier code of conduct: “Suppliers shall systematically manage their environmental impacts with respect to water, and set objectives and targets to reduce such impacts. Suppliers identified as having a high environmental impact shall take action and demonstrate proof of continuous improvement towards having a recognized Environmental Management System in place" https://www.Holcim.com/sustainability-reports

W6.2

(W6.2) Is there board level oversight of water-related issues within your organization?

Yes

W6.2a

(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.

Position of individual	Please explain
Board-level committee	The Board of Directors has a dedicated Committee with a specific remit on Sustainability and Health and Safety (HSSC). The committee consists of five Board members, is Chaired by a senior Board member, and meets at least quarterly. This committee's mission is to provide advice on strategic direction and on the development and promotion of sustainability related topics - with water being one of our 4 sustainability pillars.. The HSSC's key water related responsibilities: - informs, reviews and approves the Holcim’s sustainability strategy framework - is briefed on a quarterly basis on key environmental (including water) related aspects as well as on performance against key indicators - the full Board approves the consolidated Group mid term plan, including the budget. They also approve major capital expenditures, acquisitions and or divestments (exceeding CHF 400 million). For example, the plant Marwar Mundwa is located in an extremely scarce area. During the project evaluation, water was identified as a risk. Thus, necessary mitigating measures have been defined, approved and included in the design: air cooling system (instead of water cooling), utilization of wastewater from other industries (instead of using freshwater), rainwater harvesting potential and proactive engagement with stakeholders. The approval for these mitigation measures was done by the Board-level committee. The board is also regularly informed about important transactions under the authority of the Executive Committee. This includes water related expenditures.

W6.2b

(W6.2b) Provide further details on the board's oversight of water-related issues.

	Frequency that water-related issues are a scheduled agenda item	Governance mechanisms into which water-related issues are integrated	Please explain
Row 1	Scheduled - all meetings	Monitoring implementation and performance Overseeing acquisitions and divestiture Overseeing major capital expenditures Reviewing and guiding annual budgets Reviewing and guiding business plans Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding strategy Reviewing and guiding corporate responsibility strategy Setting performance objectives	Holcim Board of Directors has a dedicated Committee with a specific remit on Sustainability and Health and Safety (HSSC). Its mission is to provide advice on strategic direction and the development and promotion of safety and sustainability topics, including Water. The committee consists of five Board members. It is Chaired by Board member Adrian Loader and meets at least quarterly. Ownership of the Group strategy lies with the Board covering the approval of the respective performance objectives and goals for the Group. The entire board is included in the Enterprise Risk Management (ERM) process and is thus regularly updated. This also includes water related risks and opportunities. In addition, at board level, the finance and audit committee is in charge of reviewing the efficiency, effectiveness and reporting of the risk management process by - ensuring that appropriate means and measures are put in place to enable the identification, analysis and continuing improvement in the management of risks to which the Group may be exposed as a result of its operations, - by reviewing reports prepared for an annual risk assessment, and - by reviewing the risk management function (effectiveness, efficiency, adequate structure, staffing, resources, adequate responses) This mandate is stated in the Board charter which is publicly available at : http://www.Holcim.com/sites/Holcim.com/files/atoms/files/09072015-finance-Holcim_finance_audit_committee_fac_charter-uk.pdf The Holcim process for approval of major capital expenditures, acquisitions and /or divestitures, includes climate, water and other environmental and societal considerations in the assessment and ultimately requires the approval of the Board. For example, the plant Marwar Mundwa is located in an extremely scarce area. During the project evaluation, water was identified as a risk. Thus, necessary mitigating measures have been defined and included in the design: air cooling system (instead of water cooling), utilization of wastewater from other industries (instead of using freshwater), rainwater harvesting potential and proactive engagement with stakeholders.

W6.3

(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).

Name of the position(s) and/or committee(s)
Other C-Suite Officer, please specify (Chief Sustainability and Innovation Officer (CSIO))

Responsibility
Both assessing and managing water-related risks and opportunities

Frequency of reporting to the board on water-related issues
Quarterly

Please explain
i) Holcim Group's CSIO is a member of the Executive Committee and reports directly to the Group CEO. ii) The CSIO heads the Group Sustainability team, which is responsible to oversee the deployment of the Holcim Sustainability Strategy including its four pillars, Climate and Energy, Circular Economy, Nature and People. iii) The CSIO guides water-related items that could influence business strategy and monitors developments with water-related issues by engaging with investors, analysts, NGOs, policy makers and trade associations. Group CSIO's key water related responsibilities: - develops the Holcim's water strategy framework and commitments review process - briefs on a quarterly basis the Holcim Board of Directors and Executive Committee on key environmental aspects including water as well as on performance against key indicators - reviews the water-related capital impact of expenditures, acquisitions and /or divestitures

---

Name of the position(s) and/or committee(s)
Public affairs manager

Responsibility
Assessing water-related risks and opportunities

Frequency of reporting to the board on water-related issues
Not reported to board

Please explain
i) The Vice President for Public Affairs reports directly to the Head of Communications ii) The Vice President for Public Affairs is responsible for the coordination of advocacy actions within Holcim and holds direct and specific responsibility for water related issues. As such, he ensures that the Group's long-term interests – in line with broader societal interests – are taken into account by public authorities. iii) The Vice President for Public Affairs represents Holcim Group in a variety of water related sectoral associations and fora, such as Cembureau and Global Cement Association The Vice President for Public Affairs monitors the evolving legislative environment on water in the countries where we operate.

Name of the position(s) and/or committee(s)
Other, please specify (Head Group Risk Management, Internal Audit and Internal Control)

Responsibility
Assessing water-related risks and opportunities

Frequency of reporting to the board on water-related issues
Quarterly

Please explain
i) Holcim Group's Head of Group Risk Management is a member of the leadership team and reports directly to the Group CFO. He has direct access to the Audit Committee ii) The Head of Group Risk Management oversees the Group Holcim Enterprise Risk Management (ERM) process, consolidates business risks and reports any relevant water risks to the Executive Committee and the Audit Committee of the Board iii) Group Head of Group Risk Management's water-related responsibilities: - develops and manages the Holcim ERM process, ensuring inclusion of all sustainability topics including water related aspects - ensures proper implementation of EMR process throughout the Group - briefs on a quarterly basis the Audit Committee on water related risks and opportunities if necessary or if there were indications of high water-related risk. One meeting is specifically dedicated to the Group Risk Report where all risks are presented and discussed, including sustainability and water-related risks

---

W6.4

(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?

	Provide incentives for management of water-related issues	Comment
Row 1	Yes	

W6.4a

(W6.4a) What incentives are provided to C-suite employees or board members for the management of water-related issues (do not include the names of individuals)?

	Role(s) entitled to incentive	Performance indicator	Please explain
Monetary reward	Corporate executive team Chief Executive Officer (CEO) Chief Financial Officer (CFO) Chief Purchasing Officer (CPO) Chief Risk Officer (CRO) Chief Sustainability Officer (CSO) Other C-suite Officer (All Executive Committee members are included included in the Long Term Incentive scheme) Other, please specify (Top 200 senior managers who are included in the Long Term Incentive scheme)	Reduction of water withdrawals Improvements in efficiency - direct operations Implementation of employee awareness campaign or training program Supply chain engagement Implementation of water-related community project	In recognition of the importance of mitigating the company's impact on the environment, the NCGC decided to introduce a sustainability objective for the long term incentive (3 year vesting) performance shares. The sustainability objective will account for one-third of the performance share award and will encompass three pillars of the sustainability strategy: • Climate and energy: reduction of CO2 emissions with a 50% weight • Circular economy: increased re-use of waste derived resources with a 25% weight • Environment: REDUCTION OF SPECIFIC FRESHWATER WITHDRAWAL with a 25% weight The specific targets are based on the mid-term (2022) objectives communicated in the context of the sustainability strategy and reporting. Executives are eligible for financial long term incentives for achieving the targeted reduction in specific water withdrawals. In this case, if the company meets the 2022 specific water withdrawal reduction target, they would be eligible to receive 8% of the total Long Term Incentive free share award. For the executive committee members, the full grant value is 70% of salary if all targets are met. The CSIO has personal annual performance objectives related to the implementation of the Sustainability strategy which includes improvements in efficiency, employee awareness and community related projects. The CPO has personal objectives around supply chain engagement.
Non-monetary reward	Other, please specify (Non monetary awards are predominantly done at a local level - Employees in production, environment, mining, and civil engineering (responsible for water infrastructure and supply))	Reduction of water withdrawals Reduction in consumption volumes Improvements in efficiency - direct operations Improvements in efficiency - product-use Implementation of employee awareness campaign or training program Supply chain engagement Increased access to workplace WASH Implementation of water-related community project	This is done at a local level - for example in India incentives take the form of an "appreciation letter". Rewards and Recognition are provided to employees who are directly contributing to water sustainability. For example, Plant Heads of respective plants are responsible for implementation of water sustainability in their respective functions to minimize water costs through water efficiency in production and value chain, employee awareness, WASH compliance (plants, offices, selected community around plants), reduction of withdrawal & consumption. These non-monetary recognition rewards are provided in functions, off-site meetings etc.

W6.5

(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?

Yes, direct engagement with policy makers

Yes, trade associations

Yes, funding research organizations

W6.5a

(W6.5a) What processes do you have in place to ensure that all of your direct and indirect activities seeking to influence policy are consistent with your water policy/water commitments?

The Public Affairs Department at Group level and the Group Sustainable Development Function are responsible for the coordination of advocacy actions within Holcim at global level and hold direct and specific responsibility for water related issues. As such, it ensures that the Group's long-term interests – in line with broader societal interests – are taken into account by public authorities.

We have a Responsible Lobbying and Advocacy Directive in place which lays out the standards and procedures all operations must adhere to.

CCEOs and employees that are active in trade associations that we are members of or associated with are systematically engaging in a way that reflects Holcim's positions and ambitions. Holcim works to ensure that the positions of these organisations are aligned to its own but it also works in full respect of the governance rules in place in all trade associations.

Should major divergences in position appear, Holcim will dissociate itself from the trade association's position and related activities, or in extreme cases, renounce its mandates within the organisation and/or its membership.

The Minimum Control Standards are used as a baseline for the mandatory minimum level of compliance within the Group. Every country and business in our organization must follow these standards with clear guidance and consequence management should these standards not be 100% compliant.

W6.6

(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?

Yes (you may attach the report - this is optional)

https://www.Holcim.com/sites/Holcim.com/files/atoms/files/26022021-finance-lafageholcim_fy_2020_report-full-en.pdf See pages 102 Also included under Greenhouse gas emissions and climate change See also page 63

W7. Business strategy

W7.1

(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

	Are water-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Yes, water-related issues are integrated	21-30	Long-term business objectives: in our long-term sustainability strategy, we incorporate the issue of freshwater availability and quality into our business plan. As part of our sustainability strategy, we have set 2030 commitments to Water. We will protect the availability of freshwater resources and restore the water we use to an equal or better quality, while promoting efficient water practices in our sites. We implement water stewardship programs in our own operations and beyond our site boundaries. Freshwater withdrawal reduction: Cement: 262 litres/ton of cementitious by 2030. Aggregate: 190 litres/ton Ready-Mix Concrete: 220 litres/m3 We will equip 100% of our sites located in medium, high and extremely high water risk areas with recycling systems. We will replenish the freshwater we use in our operations in water risk areas by implementing water projects outside our site boundaries. We commit to treat the water we use and return it back to nature. We require all of our sites to implement strict standards to ensure the discharge of high quality water is compliant with in-country regulations and Holcim standards. Our water commitments focus on the three most material business segments: Cement, Aggregates and Ready Mix Concrete, representing 60%, 15 % and 18% of our net sales, respectively. Additionally, these three segments make up for 89.6% of the total water consumption of the group.
Strategy for achieving long-term objectives	Yes, water-related issues are integrated	11-15	Our strategy includes: - A mandatory Water Directive for all sites. It includes legal compliance, establishing operational water footprint, risk assessment and stakeholder engagement. - Specific freshwater withdrawal reduction target for Cement (14%), Aggregates (16%), Ready-Mix Concrete (13%) from our 2018 baseline - We signed the WASH pledge, strengthening further our commitment to provide access to drinking water and sanitation at our workplace for employees and contractors - We endorsed the CEO Water Mandate strengthening our actions on water stewardship - Water issues included in ERM. This is carried out by all business units and consolidated by Group Enterprise Risk Management every year - Annual water risk assessment using WRI - Embedding sustainability in sourcing decisions and procurement operation through our Sustainable Procurement - We prioritize sites located in water risk areas. We are equipping them with recycling systems to decrease our freshwater withdrawal and we are replenishing the freshwater we use by implementing water projects outside our site boundaries Example: Ambuja implements different of water projects from harvesting rainwater, to groundwater recharge and water saving programs in irrigation. Depending on the type of projects, it can take from 1-2 year (e.g., WASH) to >15 yrs (e.g. groundwater recharge). More information on Ambuja water interventions from 1995 to 2020 are available online: http://www.ambujacementfoundation.org/programs/water
Financial planning	Yes, water-related issues are integrated	11-15	Resources required to achieve our water-related objectives are integrated in our business planning. For each target set (specific freshwater reduction, water quality and freshwater replenishment), a gap assessment is carried out and the corresponding action plans are established. For example, to reduce our specific freshwater withdrawal, we have identified priority sites with the most improvement potential. Resources required to close the gap for each site/Country are included in the annual budget process, mid-term planning and Plant Development Plan (PDP). PDP is a strategic priority planning process for plants to identify the strategic focus areas and key challenges. Holcim Russia invested around CHF400m for the modernization of its Volsk plant which included a new semi wet-process production, replacing the wet process technique. Other water-related projects included fixing of water leakages and water recycling. For the plant Marwar Mundwa in India, water has been identified as one of the major risks. To address this, design included: an air cooling system to minimize water consumption; utilization of wastewater from neighboring industries to minimize freshwater withdrawal. Further, financial provisions for our quarry rehabilitation are included in the budget and it is part of the Quarry and Biodiversity Directive. Restoring wetlands is part of it. We signed the WBSCD WASH pledge and the CEO Water Mandate reinforcing our water stewardship commitments.

W7.2

(W7.2) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

Row 1

Water-related CAPEX (+/- % change)

5

Anticipated forward trend for CAPEX (+/- % change)

10

Water-related OPEX (+/- % change)

0

Anticipated forward trend for OPEX (+/- % change)

5

Please explain

Increase of water-related CAPEX expenditure expected for 2021 thanks to the increase of wastewater treatment plants, drinking water systems, rainwater harvesting and sewage systems in our sites. The majority of water related capex is related to the new plant we are building in Marwar Mundwa, which is located in an extremely water scarce area in India. To minimize water consumption, the plant will install an air-cooling system, To minimize freshwater withdrawal, wastewater of nearby lignite mines will be treated and pumped to our operations. Additionally, sewage water from municipal sewage lines in vicinity shall be treated and used for spray / gardening purposes in the plant. The project is expected to be commissioned in July 2021 after some delays due to COVID-19. Once Marwar Mundwa starts operating, Opex is foreseen to increase by 5%. The increase includes the pumping and treatment of the wastewater from nearby industries and engagement with communities to address water shortages.

W7.3

(W7.3) Does your organization use climate-related scenario analysis to inform its business strategy?

	Use of climate-related scenario analysis	Comment
Row 1	Yes	Holcim collaborated with the International Energy Agency to update the Low-carbon Technology Roadmap for the Cement industry. The work conducted scenario analyses against various references: a) the reference technology scenario (RTS), b) nationally determined contributions (NDCs) and c) former IEA 2DS for the cement industry. In 2020, Holcim joined the "Business Ambition for 1.5°C". SBTi approved LH's commitment to reduce scope 1 and scope 2 GHG emissions 21% per ton of cementitious materials by 2030 from 2018 base year. This was the results of a scenario analysis where our CO2 ambition was assessed based on external references. In our scenario planning, we considered the impact of a high, medium and low variability of regulatory framework incentives on our potential to reduce emissions. Our goal is consistent with a "medium" variability of regulatory framework incentives, which we arrived at by following the recommendations of the TCFD.

W7.3a

(W7.3a) Has your organization identified any water-related outcomes from your climate-related scenario analysis?

Yes

W7.3b

(W7.3b) What water-related outcomes were identified from the use of climate-related scenario analysis, and what was your organization's response?

	Climate-related scenarios and models applied	Description of possible water-related outcomes	Company response to possible water-related outcomes
Row 1	2DS IEA Sustainable Development Scenario Nationally determined contributions (NDCs)	One of the major effects of climate change is the disruption of the water leading to damaging economic and social consequences. Water-related issues identified are physical risks such as changes in water supplies, increasing water scarcity, or threatening water access. A number of our operations are located in areas where risks related to extreme variability in weather patterns are present. For instance in India, where increased flooding is projected to have an impact, Ambuja and ACC operate more than 30 cement and grinding operations and contributing to 12% of the Group EBIT. While these risks have not been materialized, impacting our operations, through scenario modelling, we have estimated the financial impact of a potential sales volume decrease resulting from meteorological conditions, considering a number of variables like: demand forecasts, cement price development, length of business interruption. Local community pressure which could lead to stakeholder conflicts due to limited water availability is another risk identified. Case Study (Disruption in Supply). Holcim has experienced business interruptions in recent years due to acute physical risks being materialized in its supply chain. Examples of events include effects on river based supply chains as very low (Rhine in 2018) or very high (Mississippi 2019), water levels have an impact on shipping. Magnitude of impact at global level is low (5% of the US entities EBIT, representing a gross amount of 50mCHF).	Our Water Directive sets the rules for managing water in a responsible manner. It includes compliance, but also rules to establish operational water footprint, risk assessment and stakeholder engagement. Where risks are identified, the site should develop a water management plan, with clear actions, targets, resources and time frame defined. Case Study (Response to addressing community water problems). In Ambuja for example, water harvesting from mined-out pits for the use of the Company and nearby communities as well as groundwater recharge form part of their initiatives. They created 969 roof rainwater harvesting and 112 other structures like hand pumps, village ponds and filtration systems to ensure drinking water availability in project villages. These efforts helped over 9,600 households obtain water near their houses. Case Study (Response to disruption in supply). These events are being dealt with by our logistics department as they implement well prepared response plans which involve a change in product sourcing from our network of plants and adaptation of the modes of transport used, reducing the impact. Magnitude of impact at global level has been assessed as Low. To mitigate the water-related risks at our highest risk locations as described from the outcomes of the climate assessment, each site is developing a water management plan with clear actions, targets, resources, and 1-3 year implementation timeline. The plan will be reviewed and approved by the CSIO.

W7.4

(W7.4) Does your company use an internal price on water?

Row 1

Does your company use an internal price on water?
Yes

Please explain
To achieve our long-term sustainability ambitions, we need to focus our efforts so that we can maximize our financial, socio-economic and environmental value creation. We measure the impact of our operations and the upstream supply chain across the triple bottom line using the Integrated Profit and Loss Statement (IP&L). In 2020, CO2 emissions have the largest negative impact, followed by water (including upstream consumption). In the current methodology, societal cost of water is calculated based on scarcity level. It excludes the benefits created from actions beyond the fence such as wetlands and providing water to communities. We are confident that the plans we have in place - including reduction in freshwater withdrawal, improvement in water efficiency, sustainable product solutions and providing water to communities and the environment - will mitigate this impact and create a positive value. See IP&L reports online: https://www.Holcim.com/sustainability-reports.

W8. Targets

W8.1

(W8.1) Describe your approach to setting and monitoring water-related targets and/or goals.

	Levels for targets and/or goals	Monitoring at corporate level	Approach to setting and monitoring targets and/or goals
Row 1	Company-wide targets and goals Business level specific targets and/or goals Site/facility specific targets and/or goals Country level targets and/or goals Basin specific targets and/or goals	Targets are monitored at the corporate level Goals are monitored at the corporate level	At Holcim, sustainability contributes to our business strategy and is a key lever for growth. It determines the way we operate and defines the solutions we offer. We revised our Sustainability Strategy at the end of 2020 and beginning of 2021 with water remaining as part of one the key pillars: Nature. The Strategy addressed the impacts of our operations beyond the fence of our plants and is aligned with the 17 Sustainable Development Goals adopted – particularly the most material to our operations. Our water commitments were developed involving top management employees from every relevant Group function, every region of Holcim and sustainability responsible from more than 30 countries. Key external stakeholders were involved (e.g. The Nature Conservancy, WWF, Fauna and Flora International, Business for Nature and IUCN). Our water commitments focus on the three most material business segments: Cement, Aggregates and Ready Mix Concrete, representing 60%, 15 % and 18% of our net sales, respectively. These three segments make up for 89.6% of the total water consumption of the group. The segments “products and solutions” and "captive power plants (CPP)" are not currently in the priorities of the group strategy as they represent 7% and 0% respectively of the total net sales. and 0.6% and 9.8% of the total water consumption. Our 2030 targets: 1) Reduce the amount of specific freshwater we withdraw in all the three production segments: cement, aggregates and ready-mix concrete. 2) Equip 100% of our sites located in water-risk areas with recycling systems. Our water commitments are anchored on 5 goals: - Reduce our specific freshwater withdrawal through operational efficiency and shifting to non-freshwater use. - Zero Water pollution - Freshwater replenishment - Promote innovations on water saving products. -Providing access to safely managed Water Sanitation and Hygiene (WASH) in all our sites. The water goals and targets are supported by two key elements to guarantee the applicability and scalability: i) partnerships and engagement; ii) capability development and best practice sharing. In consultation with Sites, Countries and Regions, gap assessments and training were carried out. Specific targets agreed and roadmaps were defined on how to achieve them. Approach to monitoring of goals and targets: Progress is monitored at Site, Country and Group level. Performance updates are reported to top management at scheduled meetings. Progress is reported in the Annual Integrated Report and Sustainability Performance Report. Current status on targets: In 2020 we reduced our specific freshwater withdrawal in all the three production segments: 1) Specific freshwater reduction vs. 2018 baseline for cement (-10%), aggregates (-9%) and ready-mix (-11%). 2) 72% of sites are equipped with recycling systems. 3) On the engagement front, we have endorsed the CEO Water Mandate and signed the Wash Pledge.

W8.1a

(W8.1a) Provide details of your water targets that are monitored at the corporate level, and the progress made.

Target reference number
Target 1

Category of target
Water withdrawals

Level
Company-wide

Primary motivation
Shared value

Description of target
Reduction of specific freshwater withdrawal per ton of cementitious material at our company-wide and business level operations.

Quantitative metric
Other, please specify (Reduce specific freshwater withdrawal per ton cementitious material in cement operations to 262 Litres / ton by 2030)

Baseline year
2018

Start year
2018

Target year
2030

% of target achieved
74

Please explain
In order to reduce specific freshwater withdrawal, Holcim aims at improving water usage efficiency by reducing leakages, optimizing the processes and shifting to the usage of non-freshwater sources and harvested rainwater. In 2018 Holcim committed to reach a specific freshwater withdrawal of 262 litres / ton cementitious in its cement operations by 2030 - this is a reduction of 14 % from our 2018 published figure as a baseline. In 2020 we had reduced to 273 l/ton, which is 74% towards meeting the target.

Target reference number
Target 2

Category of target
Water withdrawals

Level
Company-wide

Primary motivation
Shared value

Description of target
Reduction of specific freshwater withdrawal per ton of aggregates produced at our company-wide and business level operations.

Quantitative metric
Other, please specify (Reduce specific freshwater withdrawal per ton of aggregate material in aggregates operations to 190 Litres / ton by 2030)

Baseline year
2018

Start year
2020

Target year
2030

% of target achieved
54

Please explain
In order to reduce specific freshwater withdrawal Holcim aims at improving water usage efficiency by reducing leakages, optimizing the processes and shifting to the usage of non-freshwater sources and harvested rainwater. Holcim committed to reach a specific freshwater withdrawal of 190 litres /tons of product in its aggregates operations by 2030 - this is a reduction of 16 % from our 2018 baseline. In 2020 we achieved 207 l/ton, which is 54% towards meeting the target.

Target reference number
Target 3

Category of target
Water withdrawals

Level
Company-wide

Primary motivation
Shared value

Description of target
Reduction of specific freshwater withdrawal per cubic meter of ready-mix concrete produced at our company-wide and business level operations.

Quantitative metric
Other, please specify (Reduce specific freshwater withdrawal per m3 of product material in ready-mix operations to 220 Litres / m3 by 2030)

Baseline year
2018

Start year
2020

Target year
2030

% of target achieved
79

Please explain
In order to reduce specific freshwater withdrawal Holcim aims at improving water usage efficiency by reducing leakages, optimizing the processes and shifting to the usage of non-freshwater sources and harvested rainwater. Holcim committed to reach a specific freshwater withdrawal of 220 litres /cubic meter of product in its ready-mix operations by 2030 - this is a reduction of 13 % from our 2018 baseline. In 2020 we had reduced to 227 l/m3, which is 79% towards meeting the target.

Target reference number
Target 4

Category of target
Water recycling/reuse

Level
Company-wide

Primary motivation
Shared value

Description of target
Implementation of water recycling/reuse systems in all company wide and business level sites located in water risk areas.

Quantitative metric
Other, please specify (Other, please specify 100% of sites located in high water risk areas equipped with water recycling/reuse systems in our cement, aggregates and ready-mix concrete operations.)

Baseline year
2018

Start year
2020

Target year
2030

% of target achieved
28

Please explain
In 2020 Holcim committed to equip 100% of the sites located in high water risk areas with water recycling/reuse systems in cement, aggregates and ready-mix operations. The high water risk areas are defined using the WRI Aqueduct tool, and include all areas in Medium-High, High and Extremely High water risk categories. In 2020 we reached 72% of sites equipped with water recycling/reuse systems in high water risk areas, which is 28 % towards meeting our target.

Target reference number
Target 5

Category of target
Water withdrawals

Level
Company-wide

Primary motivation
Shared value

Description of target
Reduction of freshwater withdrawal per ton of cementitious material at our company-wide and business level operations

Quantitative metric
Other, please specify (Reduce freshwater withdrawal per ton cementitious material in cement operations to 291 Litres / ton by 2022)

Baseline year
2018

Start year
2018

Target year
2022

% of target achieved
100

Please explain
In 2018 Holcim committed to reach a specific freshwater withdrawal of 291 liters/ton cementitious in its cement operations by 2022 - this is a reduction of 5 % with 2018 as baseline. We expect to see reductions year on year aligned with reaching the stated target value. In 2020 we had reduced to 273 l/ton: the target was 100% achieved. target.

W8.1b

(W8.1b) Provide details of your water goal(s) that are monitored at the corporate level and the progress made.

Goal
Engaging with customers to help them minimize product impacts

Level
Company-wide

Motivation
Climate change adaptation and mitigation strategies

Description of goal
Our goal is to increase the revenue from Sustainable Products and Solutions, our portfolio of products and services with enhanced sustainability performance. Sustainable products and innovation will continue to play an important role in reducing our impact. Holcim innovates to provide the best solutions to its customers. We have significantly invested in the development of sustainable solutions company-wide, led by our R&D Center in Lyon, France. Thanks to this commitment, today we have a broad portfolio of products designed to decrease freshwater demand, increase water availability, improve water quality and natural flows to be implemented at a global scale. Some examples are: Hydromedia: a permeable concrete enabling natural water infiltration on hard surfaces, such as roadways or parking lots. It serves as a water buffer in case of heavy rains protecting from flooding. https://www.Holcim.com/hydromedia Humes Stormwater solutions: tailored solutions for water drainage, stormwater treatment, water detention and infiltration, water harvesting and reuse. https://www.holcim.com.au/humes/precast-concrete-solutions/stormwater-solutions I-Dracreto is a concrete with inbuilt provision of curing water. It saves 70 liters of water per square meter of concrete floor. https://www.Holcim.com/i-dracreto SmartBlends technology is a workable cement: requires up to 25% less water while providing significant superior performance. https://www.youtube.com/watch?v=VfrVHWJgSg

Baseline year
2015

Start year
2016

End year
2030

Progress
Metric used to monitor progress is % of sales from Sustainable Solutions from the total Net Sales. As of 2020, we have achieved 26%, compared to 35% in 2019 The decrease due to a change of methodology in 2020 concerning the alignment of definition with SBTi targets. We expect to see a year on year increase in the % of net sales of sustainable solutions. The threshold of success is determined when at least 50% is achieved.

Goal
Other, please specify (Engaging with local community; Promotion of sustainable agriculture practices; Watershed remediation and habitat restoration, ecosystem preservation)

Level
Basin level

Motivation
Increase freshwater availability for users/natural environment within the basin

Description of goal
Water is a local resource and its sustainable management requires understanding of the local context. Holcim aspires to achieve a water positive impact in sites located in water risk areas beyond 2030 (high water risk assessed with WRI Aqueduct tool: incl. categories Medium-High, High and Extremely High). This goal is implemented at the basin level and is based on our Water Positive Impact methodology aiming to return more water to the community and nature than what we consume in our operations. A cement, aggregate or ready mix concrete site achieves a positive water index if its freshwater consumption (water debit) is fully compensated by water stewardship credits, which can be obtained through three main project categories beyond the fence: -Protect water resources or restore degraded areas within the watershed -Promote water efficient agricultural practices -Provide potable water and sanitation to communities Projects should reflect local needs aligning with communities and public institutions, to maximise the benefits among the watershed users. The water efficiency and the water positive targets complement each other but they are different in scope. Efficiency projects are implemented inside-the-fence, the water positive projects are implemented on-site or off-site for water benefits beyond-the-fence. Example: Ambuja Cements leads the way on water positivity engaging with communities to share water resources and implement sustainable solutions in the watershed.

Baseline year
2018

Start year
2018

End year
2030

Progress
Our “positive impact” goal is applied at site and therefore basin level. To assess the progress, we count the number of our sites in cement, aggregates and ready-mix operations, located in high water risk areas. In 2020 10 sites located in high water risk areas were water positive within the cement operation (10%). Reducing the freshwater consumption and implementing water stewardships beyond the fence in partnership with local institutions are the ways to strive towards water positivity. The specific freshwater consumption in 2020 was reduced in all production segments, respectively 1% in cement, 3 % in aggregates and 9% in ready-mix compared to 2019. Additionally and most important, we are implementing water stewardship programs outside the fence leveraging local needs, and in consultation with communities and public institutions, to maximise the watershed improvements and equitable distribution of water. At group level we are extending our focus to consider our total impact on water resources in the watersheds we operate, particularly in water-risk areas. Best practices at for example Ambuja Cements and we are replicating across the organization, prioritizing sites exposed to water risks. To assess the progress, we count the number of our sites in cement, aggregates and ready-mix operations, located in high water risk areas that achieve a measurable positive water index. Success is determined when at least 75% of counted sites implement a water-positive action plan.

Goal
Other, please specify (Ensure our water discharge meets in-country regulations and Holcim standards.)

Level
Company-wide

Motivation
Shared value

Description of goal
We commit to treat the water we use and return it back to nature. We require all of our sites to implement strict standards to ensure the discharge of high-quality water according to in-country regulations and Holcim standards.

Baseline year
2018

Start year
2018

End year
2020

Progress
Annually we assess if all sites meet in-country regulations through our i-care database. We are currently developing our water quality standards which will be released to countries this year. Success is determined when 100% of sites meet the regulations and Holcim standards, which will be released this year.

Goal
Providing access to safely managed Water, Sanitation and Hygiene (WASH) in workplace

Level
Company-wide

Motivation
Shared value

Description of goal
We commit to provide access to drinking water and sanitation at our workplace in all our sites. We are committed to providing access to drinking water and sanitation at our workplace and have signed the WBCSD WASH Pledge to uphold to this commitment at all sites. This is important to Holcim as we work to bridge the gap of water equity. We implement this by managing WASH in all workplaces which is monitored through our iCare reporting system to ensure our commitments to our employees to provide clean water are upheld

Baseline year
2016

Start year
2016

End year
2020

Progress
We monitor the provision annually through our iCare reporting system, which covers 100% of our operations. Holcim has signed the WBCSD WASH Pledge which demonstrates our commitment to providing employees and contractors with safe WASH at all operations. Holcim has signed the WBCSD WASH Pledge which demonstrates our commitment to providing employees and contractors with safe WASH at all operations. In 2016 a preliminary study (self assessment provided a first overview of the status of WASH services to all workers in our plants. This included a gap assessment according to the WASH Pledge Criteria and the resources required to close the gaps. We will continue to provide access to drinking water and sanitation to new acquired sites. We annually assess if all sites meet in-country regulations through our iCare database. Success is determined when at least 90% of sites meet the regulations. In 2020, 100% of our sites met these regulations

W9. Verification

W9.1

(W9.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?
Yes
Annual_report_2020_Holcim.pdf
Sustainability_performance_report_2020.pdf

W9.1a

(W9.1a) Which data points within your CDP disclosure have been verified, and which standards were used?

Disclosure module	Data verified	Verification standard	Please explain
W8 Targets	Specific freshwater withdrawal	ISAE 3000	Holcim uses the GCCA guidelines to define, monitor and report water indicators across its organization. All water indicators are monitored at site level and consolidated at Group level through Holcim's reporting system – iCare@LH Environmental questionnaire. An independent limited assurance was carried out by EY using ISAE 3000 (Revised).
W1 Current state	Other water indicators reported in the 2020 SD performance Report: Total withdrawal (freshwater and non-freshwater)	ISAE 3000	Holcim uses the GCCA guidelines to define, monitor and report water indicators across its organization. All water indicators are monitored at site level and consolidated at Group level through Holcim's reporting system – iCare@LH Environmental questionnaire. An independent limited assurance was carried out by EY using ISAE 3000 (Revised).

W10. Sign off

W-FI

(W-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

W10.1

(W10.1) Provide details for the person that has signed off (approved) your CDP water response.

	Job title	Corresponding job category
Row 1	Group CFO	Chief Financial Officer (CFO)

W10.2

(W10.2) Please indicate whether your organization agrees for CDP to transfer your publicly disclosed data on your impact and risk response strategies to the CEO Water Mandate's Water Action Hub [applies only to W2.1a (response to impacts), W4.2 and W4.2a (response to risks)].

Yes

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I am submitting to	Public or Non-Public Submission
I am submitting my response	Investors Customers	Public

Please confirm below

I have read and accept the applicable Terms